

AUGUST 15, 1941



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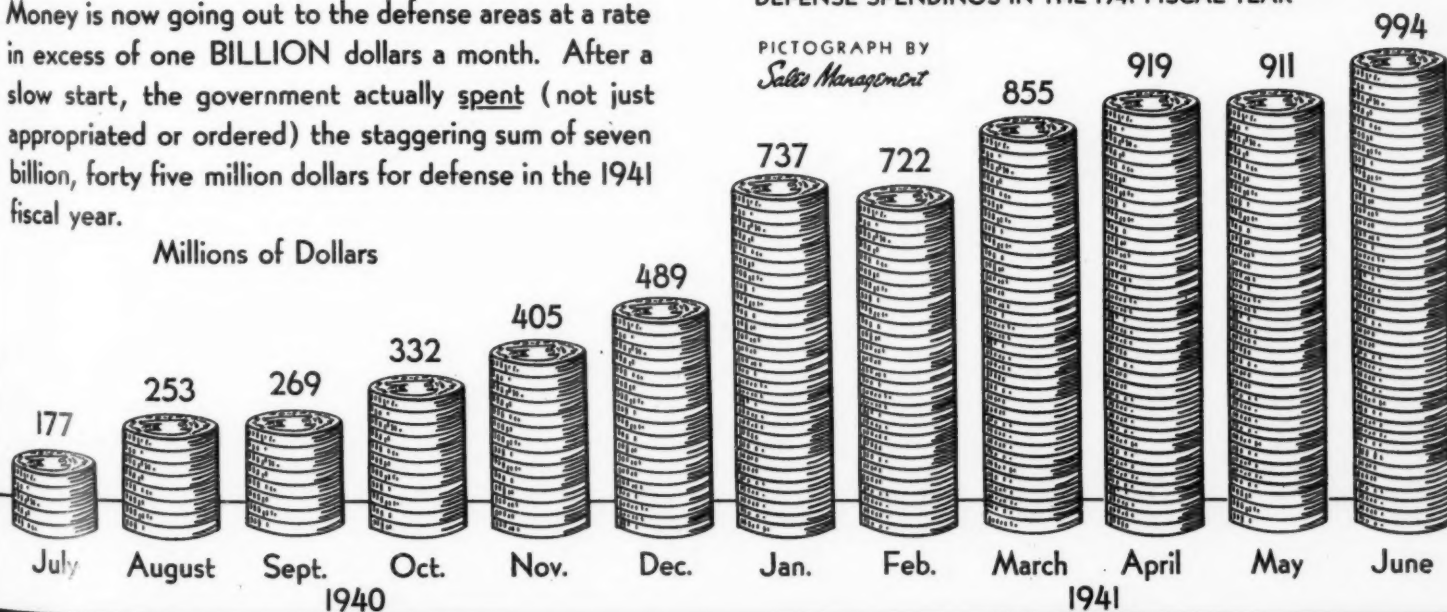
TWENTY CENTS

# Sales Management

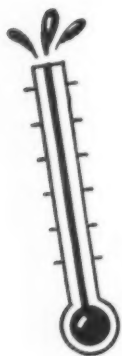
## ★ DEFENSE SPENDING NOW TOP BILLION A MONTH ★

Money is now going out to the defense areas at a rate in excess of one BILLION dollars a month. After a slow start, the government actually spent (not just appropriated or ordered) the staggering sum of seven billion, forty five million dollars for defense in the 1941 fiscal year.

### DEFENSE SPENDING IN THE 1941 FISCAL YEAR

PICTOGRAPH BY  
*Sales Management*

## THE MAGAZINE OF MODERN MARKETING



WHEW...it's hot!...105 and Feldmann expects me to whip out copy with "zing" about Iowa and The Des Moines Register and Tribune....~~This may be~~ million dollar corn growing weather but I'm not growing corn....I've got to think up some ~~damn~~ expression about coverage--"like a blanket" (whew, not that today)...let me see...new census gives <sup>Iowa</sup> ~~in~~ over a million urban population and we reach 4 out of 5....and I should tell 'em that 54% of the families in the WHOLE BLOOMIN' STATE *of Iowa* read The Sunday Register...Man---376,000 is big-city circulation....Oh yeah, an' I've gotta mention our low milline rate, \$1.59 (one of the lowest in the country)...Feldmann would die if I left that out.....Shucks, guess I'll go down and have a coke and ~~in~~ try this again tomorrow.....

Best ad you've written  
all summer. Run it  
as is in Sales Mqment.

Chas Feldmann

# Never Underestimate the Power of a Woman!

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THE LARGEST AUDITED MAGAZINE CIRCULATION IN THE WORLD - CURRENTLY 3,800,000

AUGUST 15, 1941

[5]

# Sales Management

VOL. 49, NO. 4

AUGUST 15, 1941

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### Notes from the Managing Editor's Desk

This fortnight we start a new series of articles by Lawrence Valenstein, president, The Grey Advertising Agency, on sales promotion. (See page 48.) There are few good books available on this subject, little magazine material in comparison with demand. Whether your business is big or little, this series should be "must" reading. Other articles to come will discuss the use of live demonstrations in department and other stores, how to contact the trade between salesmen's visits, how to pick up no-cost advertising dollars, how to get your advertising story over to your salesmen.

\* \* \*

Coming soon: Ohio National Life Insurance Co.'s experience with personal history analyses of applicants for sales jobs . . . how the Cleveland Tractor Co. uses industrial films . . . an article explaining how movies are advertised and merchandised, which will show a typical promotion budget for a million-dollar picture.

\* \* \*

Any view of a wreck is usually depressing. Our five-year file of clipped copies of SALES MANAGEMENT is a wreck. But we look at it only with admiring eyes—because it's such an incontrovertible piece of testimony that SALES MANAGEMENT is being used, is constantly being asked to furnish extra tear sheets of important articles in its pages. How that pleases us!

A. R. HAHN



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# Significant Trends

As seen by an editor of SALES MANAGEMENT for the fortnight ending August 15, 1941:

## Advertising Is Under Fire

GREAT PROBLEMS, GREAT POTENTIALS, are faced today by national advertisers. Let's take up some of the bitter-tasting problems first.

For years some members of the Administration and some members of Congress have looked upon a great deal of advertising as "wasteful." It has been branded as being socially useless and as fostering high prices and even monopoly. Those attacks didn't get very far; but now, with so many materials needed for Defense and with so many industries in a seller's market, the agitation is again brewing, and statements are being made that advertising can be curtailed or dispensed with "for the duration."

The *Wall Street Journal* (8/6/41) says:

"Three cases which are now pending will show, when they are settled, which way the wind is blowing for advertising and for the publishing, radio and billboard industries which are dependent on it. The cases are:

"1. Fixing of maximum price ceilings for 1942 model automobiles. Some officials suggest that, in computing the auto industry's costs and fixing a price ceiling, the government should not allow for any advertising expenditure, or, at most, for only a small amount of 'name advertising.'

"2. Fixing of maximum prices for gasoline. Here again there are suggestions that the price ceiling should allow no room for advertising, and the suggestion goes further to propose sale of nothing but government-graded gasoline.

"3. The forthcoming consent decree in the government anti-trust case against major oil companies. The Justice Department has been collecting information on the companies' advertising expenditures, and the consent decree may include some 'voluntary' restriction on advertising such as in the automobile finance company consent decree. In that case, the Justice Department said that, although the anti-trust laws do not cover advertising, voluntary restrictions 'which further the purposes of the anti-trust laws' will be embodied in consent decrees wherever possible."

To the above list might be added the action of the House in singling out for special taxation outdoor advertising, and radio station revenues. The result will be that advertisers (some advertisers) will pay the tax, and before any profit is made. Other advertisers may drop one or the other medium on the ground that it has become too expensive, and it is doubtful that the net revenue to the government will be as great as it might be if the tax came out of the advertisers' profits.

Of course no tax is ever popular, and business men, being human, can be depended upon to grouse about any tax which hits them, but from a relative standpoint there is less kicking about taxes on profits than about other forms of taxation. Those taxes which are applied before a transaction is completed and a profit is made always tend to restrict and stifle business; they discourage initiative, raise prices, cut down employment.



There is nothing sacred about advertising; if any industry is to be taxed for simply being in business it might as well be advertising as any other, but it isn't in the national interest to discourage any legitimate business which adds to the nation's income and increases its standard of living.

Advertising quite possibly was singled out for taxation because it is conspicuous. If the law makers succeeds in grabbing special revenue from this one form of selling,

they are quite likely to search out less conspicuous forms and next year a "head tax" of \$100 per year per salesman wouldn't come as a great surprise.

Even some of the officials who favor advertising in normal times now take the attitude that any scarce commodity such as automobiles and refrigerators does not need to be advertised because demand exceeds supply, and that advertising may only exaggerate the supply-demand squeeze. Apparently they forget that seller's markets do not last forever, and that both industry at large and the individual companies should create a backlog of consumer demand so that the shock of transition from a defense economy to a peace economy may be tempered.



To a certain extent the low esteem in which advertising is held in Washington has been brought about by practices in the advertising world. There is a widely-held belief, for example, which apparently no one in the industry has taken the trouble to deny, that the gasoline and oil companies frequently trade stocks, with the result that a motorist who believes that a certain gas is best is never quite sure that he is buying that brand even though the pump sign says that he is.

Another, and much better authenticated, gripe against advertising is the knowledge held by many more millions than most advertising men realize that it is a common practice for a manufacturer to sell a nationally advertised brand at \$1, let's say, and then sell the same article to a chain store, under the chain's own brand, at such a low price that the chain can sell it at a good profit for 79 cents.

## Five Simple Home Remedies

THERE ARE GREAT POTENTIALS in the current situation, as we mentioned in the opening paragraph. The Defense Emergency presents a ready-made opportunity for manufacturers to break with the practice mentioned above, which has been so largely responsible for creating the belief that advertised products, while good, are greatly over-priced, and that advertising, instead of being a force which presents savings for the consumer, is in reality a power which is used to create a monopoly price.

Chains today are in a spot with their private brands,



Larus & Brothers Co. is the first manufacturer to print on the package a message urging purchase of Defense Bonds.

and the spot will grow larger. Where they do their own manufacturing, priorities are making deliveries uncertain, and higher costs are reducing the price differential between their brand and the national brands. *Manufacturers who have supplied private brands to build volume are now in a position where increased consumer demand will make it possible to sell the entire production under the national brand.* The current situation makes it possible to place branded lines with chains which formerly would not consider them because they had their own private brands.

★  
Another of the "great potentials" which is being realized by some manufacturers now held down by priorities is to concentrate on the higher cost, liberally margined luxury lines so as to maintain dollar sales and profits. Even those who can expand production have this same opportunity.

★  
Donald M. Nelson told a group of hardware retailers on July 15 that every storekeeper carries a large stock of goods which move very slowly. "In many cases a merchant does as much as 80% of his business on 20% of his stock. . . . Iron and steel are needed badly. If the hardware industry takes a lot of iron and steel and uses it to make goods which stay on the shelves, it is tying up a vital defense material unnecessarily. . . . A broad program to simplify the lines and varieties offered to the consuming public is an absolute essential to the proper operation of the defense program."

Potentials for the manufacturer: Great profit through the opportunity to eliminate his slow-selling lines—plus the chance to prove that *his* goods are fast movers. Never since First World War days have manufacturers been handed such an opportunity to demonstrate the worthwhileness to the retailer of selling the national as against the private brand.

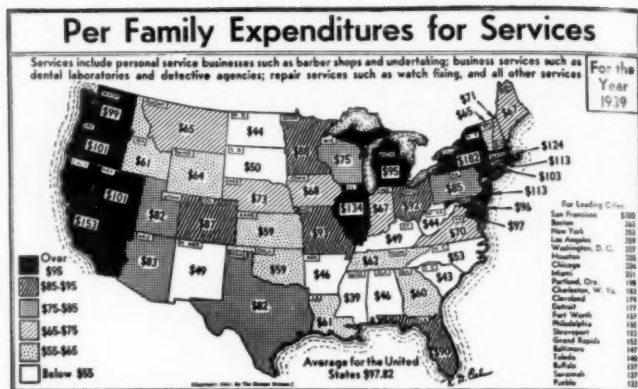
★  
Still another potential to the advertiser is the chance to do a thorough house-cleaning job on questionable advertising practices. Many have allowed unprofitable advertising allowance deals to grow up. Millions of dollars are wasted every year because there is no effective check-up on the retailers who receive the allowances. Current conditions make it possible for the manufacturer either to eliminate these allowances or to protect them with sensible rules and regulations.

At the same time conditions make it much easier to say an emphatic "No" not only to the racket sheets but to the publishers of souvenir programs and similar one-time demands for support which emanate from dealers and distributors, often by way of the salesman who fears to antagonize a pet dealer.

## Oil for the Cars of Salesmen

OUR TELEGRAM TO MR. ICKES, reproduced in the July 15 issue, brought an oblique rather than a direct reply. This telegram, briefly summarized, pointed out that upwards of 300,000 salesmen travel by personally-owned or company cars because this permits them to make more calls, carry more equipment, and reach more towns daily than would be possible by any other means of transportation—and we told Mr. Ickes that if the threatened rationing plan went into effect, and salesmen received the same rations as the owners of cars operated for pleasure, sales organizations would be forced materially to curtail sales operations and discharge sales personnel.

Mr. Ickes will not permit direct quotation of his views but they may be summarized in the favorite Japanese expression, "So sorry." In the opinion of his legal division, cars used by traveling salesmen do not come under the defi-



nition of "commercial vehicles," which are exempted under the present curfew program in the Eastern states.

The rationing program, if one is put in operation, will mean some curtailment of gasoline consumption by traveling salesmen although one of Mr. Ickes' chief lieutenants said, "If special consideration is given to special groups, this group will be considered on its merit."

Since operations in the Office of the Defense Petroleum Coordinator are still on a day-to-day watch-to-see-how-things-are-going basis, it is quite understandable that no clear-cut policy has been evolved on gas and oil for salesmen. The general "feel" in the offices of the Petroleum Coordinator is summed up as follows by SALES MANAGEMENT's reporter:

1. The rationing program will be SAID to be based on the results of the curfew program, regardless of whether these results are successful or unsuccessful.

2. Salesmen have a vital interest in BUSINESS, which in turn has vital interest in the success of the Defense Program; consequently, salesmen should abide willingly with the terms of any program, such as petroleum control, which is in the name of the Defense Program.

3. In this connection, as in connection with other conflicts between the immediate interests of the Defense Program on the one hand and the business interests on the other, there appears to be a chicken and egg—which came first, question:

A. The Defense Program is in Defense of the American Way of Doing Business; therefore Business should make sacrifices for it.

B. The Defense Program is in Defense of the American Way of Doing Business; therefore Business should NOT be sacrificed for it.

★  
Whatever may come in the way of orders from Washington on the use of gasoline, the critical situation does call for action by sales managers—action on behalf of the nation, and their companies. The list of ten "do's" and "don'ts" on saving gasoline for national defense as published under the auspices of the Petroleum Industry are just as applicable to salesmen operation of automobiles as private operation.

There is probably no sales organization in the country which travels with utmost efficiency. All of us could eliminate useless sales expense if we did a more scientific and systematic job of routing men.

Now is the time to do a thorough house cleaning in that department. Most salesmen do a great deal of costly doubling back over their routes because they have a pet hotel or a pet gal in some city; they may not like the more orderly route you lay out for them, but it may be the only way in which they can cover their territories, at least in those states which will be subjected to gasoline rationing.

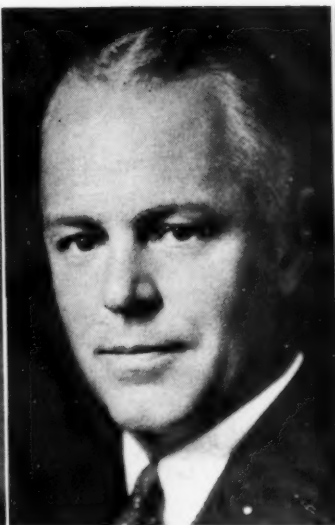
PHILIP SALISBURY

SALES MANAGEMENT





Robinson



Reeve



Schulz



Thomas

GILBERT ROBINSON, merchandise manager of the ready-to-wear division of Marshall Field & Co., Chicago, for the past five years, will become vice-president of Julius Forstmann Corp., N. Y., in September. He will devote a large part of his time to sales development and retail store promotion.

W. HOMER REEVE, who has been acting as sales manager of Easy Washing Machine Corp., Syracuse, has been appointed to that post by President E. Paul Nelligan. Mr. Reeve joined Easy two years ago. Previously he had been a sales executive with Frigidaire. Mr. Nelligan has just succeeded J. C. Nelson (now board chairman) in the presidency. He has been v-p. and general counsel since 1936.

ARTHUR F. SCHULZ is now sales manager of Vitamins Plus, Inc., division of Vick Chemical Co., N. Y. He was formerly with E. R. Squibb & Sons, acting successively as district sales manager for Washington, D. C., assistant merchandise manager, and sales manager of home necessities. He is a registered pharmacist.

ODIN THOMAS, sales personnel manager of Iron Fireman Manufacturing Co., Cleveland, today steps into the same position with Ferguson-Sherman Manufacturing Co., Dearborn, Mich. Ferguson-Sherman is the national distributor for Ford Motor Co. tractors. Mr. Thomas is one of the founders and the first president of the National Society of Sales Training Executives.

## NEWS REEL



Marshall



Hanselman



Cruver



Price

W. B. MARSHALL, who has been assistant sales manager of the conveying and engineering products division of Chain Belt Co., Milwaukee, is named sales manager of that division. He has been with the company since 1920.

WENDELL F. HANSELMAN, superintendent of agencies for Union Central Life Insurance Co., Cincinnati, since 1933, has been elected vice-president in charge of all agency operations. He succeeds the late Jerome Clark. A graduate of the University of Michigan, Mr. Hanselman was a newspaper reporter before entering the insurance field.

N. O. CRUVER succeeds D. J. Young, retired, as vice-president and general manager of Wheeler Osgood Sales Corp., Tacoma. Mr. Cruver started with the firm 22 years ago as a bookkeeper, then acting as accountant, sales manager, and assistant general manager. The firm is the country's largest producer of doors, and a large producer of Douglas fir plywood.

WILLIAM H. PRICE, JR., former vice-president and general sales manager of Carrier Corp., has become vice-president and general manager of Robert M. Green & Sons, 67-year-old Philadelphia soda fountain manufacturer.



E. A. Seeley

Based on an interview by Deac Martin with  
**H. J. LINTNER**  
*Manager of Field Personnel and Sales Operating,*

and

**E. A. SEELEY**  
*Director of Sales Training,  
The B. F. Goodrich Co.*



H. J. Lintner

# Continuous Sales Training: How the B. F. Goodrich Plan Operates

New men are carefully selected, and from the time they "join up" the company goes the limit in helping them to make good and to move into progressively bigger jobs. The training and re-training procedure never stops. It's a year-in-and-year-out part of the marketing department's routine.

**T**RAINING of employes who market and merchandise the multitudes of products made by the B. F. Goodrich Co. is similar in several ways to schooling in the modern cooperative college where students earn as they learn.

Similarity does not end with this combination of earning while learning. Students in a "co-op" college are exposed to a *planned* curriculum combining theory with practice. And, regardless of years of service, B. F. Goodrich employes on the merchandising side receive continuous training. This is because the company believes that a "quicky" course to tamp maximum knowledge in minimum time, followed by meager, sporadic schooling, is unsound in base and structure.

But there is another reason for Goodrich's emphasis upon a comprehensive plan of continuous training. Especially in the sales department, the human equation controls the destiny of the company. Gross volume of sales measured in millions of dollars is really only another way of describing millions of sales contacts between men working for Goodrich and its customers. Because business organization has grown more and more complex, the list of factors in the once-simple

situation of "making a sale" has greatly lengthened.

Knowledge of the product, understanding of credits, inventories, the design and production of the goods—these and a dozen other important considerations are part of the equipment of every man climbing up the ladder in the merchandising side of a company such as B. F. Goodrich.

In mastering these points, the recruit more or less continues the pattern of his school or college education. But now that he is in business, a distinctly new factor demands, and is given, special consideration. It is the "selling" viewpoint. An understanding of this viewpoint is necessary to give practical value to the store of facts learned about the company's products and its methods of doing business. Therefore, Goodrich recognizes the need for an intensive school for beginners which gives a fundamental background of policy, products, merchandising, and sales technique.

Back of this schooling lies careful selection of trainees. Both steps are necessary preliminaries to the more important continuous training which fits men for promotion, since it is company policy to move trained personnel into higher brackets progressively,

then fill in beneath with new personnel. It is somewhat like the baseball "farm" system in that respect.

The following courses are designed on that policy pattern:

**Field Course for New Men**—For those who have applied for work direct to B. F. Goodrich Silvertown stores or district offices. Store managers and district managers examine applications, interview applicants, and forward recommendation to Akron. Applicant hired when acceptable all along the line.

**Course for Men Recently Graduated from College**—Members of Goodrich sales personnel and training department recruit at over 50 colleges where they meet and interview seniors selected by faculty to fit general requirements stated in advance to the college by Goodrich.

**Continuous Field Training for Employes**—The company averages 18 meetings annually in its stores. These take the form of reviews of training already received "lest we forget," plus new courses to keep the field force abreast of developments.

**Advanced Course for Employes**—To train existing personnel for key positions. Trainees are selected by store managers and field executives and okayed by home office. They go to Akron for this advanced course.

The four-week primary course designed for men just out of college is basically similar to the six-week field course for those who go directly into the stores. Since the college graduate course also contains fundamentals of the advanced course, it is described



here in some detail. The college graduate has been hired at a beginner's salary. The company is backing with cash its faith in its ability to pick good men.

The new class is under the supervision of H. J. Lintner, manager of field personnel and sales operating. It is directed by E. A. Seeley, director of sales training. They acquaint trainees with purposes of the Goodrich school, its regulations, and outline the relation of the Akron organization to the field organization. Trainees get a background knowledge of the rubber industry through combinations of sound slide films, movies, lectures and discussions led by every department manager in the merchandising and factory divisions. They receive regularly night study assignments. All is very reminiscent of recent college days.

On succeeding days, new men are tested as to their ability to absorb and retain facts received in the classroom. A series of oral questions reminds students immediately that they are in school and not on a lark. Oral and written examinations continue throughout the four-week period. Some written examinations may take four hours.

### Theoretical-Empirical Training

Factory and laboratory trips to acquaint new men with highlights of rubber manufacture and development of new processes and products are part of the first week's training. The class may see tires subjected to the brutal "guillotine" test in which a weighted knife dropped from predetermined heights proves a tire's resistance to traffic hazards. They see tires inflated under hydrostatic pressure within wire-glass chambers, far beyond any pressures which a tire would carry in use. All such visual demonstrations are followed by classroom explanation and discussion. Sales features are more vivid when a neophyte has seen them built into a product or put on test. Distribution, explanation and example of how Goodrich products reach the consumer, also plays an important part in this early curriculum.

As the course progresses, trainees learn by precept and demonstration the reasons for different tire constructions and multiple lines, as well as the pricing structure. Pupils are introduced to passenger car, truck, farm and tractor tire equipment, the market for it, the lines, sales outlets, specifications, and the practical side of merchandising. The service department, warranties, service problems

which will be faced in the field, give the new men vision beyond manufacturing and sales.

Because this is a merchandising school, students learn about the importance of automobile accessories both to company and dealer stores, why each accessory is handled, and the pricing structure. Closely allied is inventory control of Goodrich-made and other products, the mechanics of ordering, turnover and obsolescence. Since the B. F. Goodrich Co. sells gas and oil at many of its own stores, the petroleum department comes up for discussion. Trainees learn about batteries from construction to sales and service. The second week ends with a lecture on field operations, to show the application of that which has been taught to date.

"What Goodrich does to promote sales for company and dealer," might well be the title for the third week's program. Trainees learn something of the promotional forces which keep the factory wheels turning through mass marketing. A tabloid course in advertising and sales promotion demonstrates the "over all" dissemination of facts through national media. Then they learn application of promotional sales helps to focus on local stores the impression made by national advertising.

By the final week of the course for college graduates trained first in Akron, students have absorbed a reasonable amount of the concentrated, but well-balanced, diet compounded of industry, product, laboratory, policy, sales, service and promotion of sales. Therefore this last week is devoted to such subjects as credits; retail merchandising, including store layouts, field control, consumer and dealer sales technique; and other subjects contributing to an understanding of what is back of the Goodrich retail sales franchise.



Throughout the course every effort has been made to fit precise knowledge into its proper relationship to the student's main objective, which is to learn how to serve the company by efficiently distributing its goods to the consumer. "When you are making a sale this will help you because . . ." is the oft-recurring keynote of these diversified discussions. Throughout the program a balance is continually struck between inspiring the individual to rely upon his own developed abilities—a deliberately cultivated "selling" personality—and educating him to wheel up at the proper moment the available heavy artillery of pertinent information about the company's products and policies.

During the four weeks, trainees have met the regular faculty daily, and in addition have heard department heads lecture on departmental activities. What each has learned is comparable to what another man, hired direct in the field, has received through field courses. It is a foretaste of what he may receive later in an advanced course in the same Akron classroom when he has proved his adaptability and worth in the field.

### Experience "Fixes" Precepts

Having finished his preliminary four-week course at headquarters, the trainee is assigned to a store for further schooling. For two months in a Goodrich store he is trained by review and by practical example and experience to apply what he learned in Akron. He tries his hand at sales of batteries, lubrication, Silvertown tires, and other merchandise. He serves a trick in the service department and inside floor sales. He spends several weeks in the budget department. And in the store he sees the application of advertising and promotion in general, the highlights of which he sensed at the factory. This also applies to office work, credit, and operating problems.

During this probationary period in the store, the new man makes a weekly report of daily accomplishments whether in new experiences or sales. His manager writes his comments on the back of the report and forwards it to headquarters. It is heartening to see how closely these reports are scanned at the factory. "Jim Brown's coming through. He sold to consumers 20 Silvertown tires, two batteries and \$14 worth of accessories in Blankville last week," is typical. At the end of the two-month probation in the store, his manager will report fully on Jim. Three months of living with the B. F. Goodrich Co. usually reveal his main interest and adaptability to a defi-

nite department. If the young man has measured up in general, he is then given special, additional training and assigned to a department in a store.

His training does not end there. Nor does the training of the men who were selected and trained in the field. They are now on the "progressive system," as Messrs. Lintner and Seeley characterize the continuous training by which "parts and accessories" of knowledge and experience are added, to round out men for promotion. Because of careful selection and this progressive system, they consider it a black mark against the company if a man has to be discharged.

"It is our responsibility to select good material," they say. "In our system of training it is not necessary to determine in advance whether a man may develop into a manager, field supervisor, retail store manager, wholesale representative, office man, or handle any of a score of possible marketing assignments. Fact sheets, studied in advance, about our trainees give indications that this man *should* have a better chance for sales than for office work. But we make no effort arbitrarily to classify in the beginning. We *live* with our men, and are able to have continuous information about them. Their natural and acquired aptitude for any of our many types of work is constantly before executives eager to have a man ready to fill any new opening which will be in substance another step up the ladder."

### The "Gamble" Is Two-Sided

Messrs. Lintner and Seedel, as typical of other Goodrich executives, recognize the two-sidedness of the "gamble" when a new man starts. They make every effort to reduce the odds, for benefit of both, by getting as much advance information as is possible. Beyond that, this sense of responsibility is apparent in the close contacts between instructors, home office executives and students in early stages of training. Individual talks with trainees make it possible to appraise ability beyond limits of an examination paper.

Having made the grade and become a producer, an employe's original training is extended through regular field courses. These classes review fundamentals, 18 times annually, in new form for attention and retention, plus broadening information which includes seasonal merchandising slants.

These field courses utilize the same modern technique and equipment—such as movies, sound slides, visual demonstrations—as do the courses at the home office. Special "reminder"

courses for men in the field are designed to make them re-study their "bibles," the manuals. And just to make sure they do, they must stand examinations. Based upon likelihood of fitness for higher, key positions, products of either school may be taken to Akron later for the advanced course.

Enrollment for the latest class was typical of these advanced classes. E. A. Seeley states that the men averaged 28 years in age. They had spent an average three and a half years with Goodrich. They were general line salesmen, branch store managers, sales and service men, retail salesmen, operating and credit managers, service managers, commercial salesmen—in general, products of the "farm system" coming up for big league coaching and practice, at the company's expense. As in baseball, some came originally from college, others direct from high school.

Asked whether the average college graduate progresses differently from non-college personnel, Mr. Seeley says that he has noticed that in some cases high school graduates who went from school directly into some other business before joining Goodrich have begun producing more quickly in

early stages with the company than has the college man whose early twenties were spent in halls of knowledge rather than the college of experience. But as to final attainment it is his observation that the college man usually passes the non-college man and progresses to greater responsibilities.

The Goodrich system of promotion calls for frequent appraisals of future personnel needs. A store manager in Xville who foresees the need for a salesman, as an example, notifies his district manager, who sends the information to the Akron field personnel department. They may recommend a man, on record in some other store, who has proved to be a salesman but has not had sufficient collection experience. The man is shifted in time payment work at the earliest opportunity. If he shows progress, he is ready for the promotion when it opens in Xville.

Constant training for advancement by the "continuous system," according to Mr. Seeley, is more than bait to lure new men into this company. It *is* of the continuous type, it *does* bring advancement. The great majority of men in key positions with Goodrich are products of the system.

## Advertising Campaigns

[Old and New Products as Promoted in Newspapers, Magazines, Radio, Outdoor Posters, Display Pieces]

### The Great Gildersleeve

Kraft Cheese Co., Chicago, began a new program August 31 on the NBC Red network in behalf of its Parkay margarine. The title is "The Great Gildersleeve"; time: 6:30 p.m., EDST, every Sunday hereafter.

This is believed to be the first time that a character created on one radio program has been transplanted to become the star of a show of his own. For Throckmorton P. Gildersleeve has long been a leading player with Fibber McGee and Molly on the Johnson wax program. Harold Peary, who is Gildersleeve offstage, has been in radio for 12 years, joining Fibber in 1936. Now he will head his company in the weekly comedy-dramas.

Needham, Louis & Brorby, Chicago agency, prepares the commercials.

### \$1,000,000 for USO

United Service Organizations for National Defense, Inc., through its national advertising committee, reports that well over \$1,000,000 worth of space and time have been contributed

by various media in the campaign to raise money for soldier and sailor amusement facilities. While the campaign is purely philanthropic, it's one of the biggest ever of that kind.

Twenty-one newspaper ads were prepared by the committee, ranging from pages to spot fillers. Copy, layout and art were all donated. No monetary estimate can be made of this, for many of the contributors are among the elect of advertising. Ads ran in some 3,500 dailies and weeklies. At regular rates they would have cost \$539,988.

Six full-page and four half-page ads were prepared for insertion in about 100 magazines. At regular rates these would have cost over \$100,000.

About 7,000 outdoor posters carried USO ads and some 100,000 car cards appeared in trolleys, buses and railway coaches. This space would have cost \$330,000. Also 620,000 window cards were placed in local committee headquarters, hotels, etc.

Finally, 12 one-minute transcriptions for use by over 600 local stations, spot announcements on 835 stations,



All of these figures should be revised upward, for the campaign is not yet ended.

P. H. Hanes Knitting Co., Winston-Salem, following a 67% sales increase last year for its Merrichild knitted sleeping garments for children, will expand magazine advertising this Fall. Last year was the first in which general ads and promotion were used for the product, though Hanes underwear for men and boys has been heavily publicized for decades.

N. W. Ayer, Philadelphia, is in charge of the account.

These are times that try admen's souls. Elaborate campaigns, threshed out painfully, executed expensively, must be scrapped overnight because lightning changes in the war, defense and priorities knock the best laid plans galley west.

For example, see the Texaco ad which appeared in national magazines a few days after eastern seaboard filling stations were shut up tight from 7 p.m. to 7 a.m. Newell-Emmett

On the well-known other hand, the day after Manhattan women, scared stiff by the approaching silk famine, began storming hosiery counters demanding stockings, Lux inserted advice in Gotham newspapers on how to save stockings. "It's more important than ever to cut down on stocking runs," advised the Lever Bros. product (through J. Walter Thompson agency); "keep precious silk and nylon stockings like new a long time. So easy to save. . . . Wash them in Lux

## Antifreeze

With sweat dribbling off their faces, executives of antifreeze firms and agency men are working out schedules for next Fall. Defense requirements may suddenly alter the plans, but at present two big companies are figuring as follows:

United States Industrial Chemicals, Inc., N. Y., will open the first major newspaper campaign for Super Pyro in several years. Some 125 papers of

Magazine space breaks in October. Newspapers will get releases when the temperature drops below a certain point. Outdoor posters may be added.

At press time du Pont had not decided about consumer programs for its Zerone and Zerex brands. BBDO, N. Y., is the agency.

Delaware, Lackawanna & Western Coal Co., N. Y., will start its 12th annual promotion of "blue coal" in late September. Approximately 275 daily and 50 weekly newspapers and a weekly network show, "The Shadow," over 31 Mutual stations in the northern U. S. and Canada are being scheduled.

Both portions of the campaign will be on about the same scale as last year, says C. M. Spencer, ad. mgr., although there may be some expansion. Straight selling copy and an automatic heating regulator will be featured. No mention will be made of a possible shortage of fuel oil. This will be the eighth consecutive year in which blue coal has sponsored "The Shadow."

Agency: Ruthrauff & Ryan, N. Y.

Famous works of great composers are interpreted in a series of original paintings which will be used to illustrate the 1941-1942 advertising for Capehart and Capehart-Panamuse phonograph-radios.

A group of noted painters including Sergei Soudekine, Franklin Watkins, Bernard LaMotte and Julian Levi portray on canvas their interpretations of familiar works of music by Bach, Handel, Mozart, Puccini and Sibelius. These paintings in addition to being shown at a series of Capehart meetings throughout the country will be reproduced in full color in *Life*, *New Yorker* and *Time*. Full pages in these three publications will be used throughout the most ambitious advertising campaign ever launched by the Capehart Division of Farnsworth Radio & Television Co., Ft. Wayne, Ind.

Copy theme is based on the idea that "The best of us needs inspiration from beyond ourselves" . . . and  
(Continued on page 58)



This was an effective ad when it was conceived. It still is, except in Atlantic Coast states where gas can't be sold after dark. Perhaps even there readers may comment on its unfortunate mistiming, and so give it more attention than they would under normal circumstances. Or so Texaco hopes.



At these telephone sales tables in TWA's New York office 20 graduates of the "College of the Air" can work at one time. As with other salesmen, they not only work on live prospects, but follow up inactive accounts and make "cold turkey" calls.

## TWA "College of the Air" Trains Employees to Sell by Telephone

Because four-fifths of all its contacts with the public are made by wire, Transcontinental & Western Air is giving its salespeople special education in the development of "telephone personality."

**T**WO years ago Transcontinental & Western Air, Inc., commonly spoken of as TWA air lines, retained a staff of outside specialists to make a survey which would show how and where it was getting its business. Executives of the company held that if it could get an unbiased picture, with recommendations, it could sell more air travel quicker and at less cost.

The survey revealed that 80%, or more, of the air line's contacts with prospective passengers *were made by telephone*. The study further revealed that anyone in the office, which meant the person who happened to be in easiest reach of the telephone, took the 'phone and answered the inquiry. The suggestion was made that this was rather hit-or-miss selling because "just anyone" could not be especially qualified for the job.

"Why not trained specialists in this type of selling?" was asked.

Out of that query has grown a school, conducted at the Municipal Airport in Kansas City, under the guidance of R. E. Hinkel, educational

supervisor for TWA, which embodies the finer points of selling air transport. They speak of it as the "College of the Air."

Methods employed in turning out telephone salespeople are unique. Recording equipment serves as the student's grade card. Each student must go before the microphone, posing as a finished salesman, while the instructor takes the role of prospective passenger, asking all types of questions. The two-way conversations are recorded at frequent intervals and at the end of the course both student and instructor can go back over the records to determine the progress made. They frequently are played before the class, the instructor pointing out the flaws and making suggestions for improvement.

Like the radio announcer, the 'phone salesman is trained to develop a "voice personality" and he is told that it is important that he picture himself in the passenger's shoes. One of the primary rules is that he must think for the passenger—anticipate what he wants and supply the

answer as soon as he pops the question.

Stock phrasing, or the "canned" type of selling, is taboo. Each customer must receive individual, spontaneous handling. It mustn't be cut and dried. In addition to picturing himself as the traveler, the salesman is taught to envision the caller as sitting across the desk from him instead of at the other end of a wire. He must not only know what to say but how to say it. Voice, phrasing and expression all are important.

"The prospect cannot see you smile," the student is told, "so do your best to convey a smile through the voice."

The course includes instructions in proper breathing to eliminate a jerky, irregular type of delivery. The salesman is reminded, too, that an unnatural high pitch is annoying to the listener. Modulation, speed of delivery, timing and volume, are stressed as well. The 'phone sales specialist, with experience, soon learns to gauge the temperament of the prospect and so makes the speed of his sales talk correspond to the reactions of the customer.

Business people, a more recent survey revealed, make up the bulk of the pay load of the average transport plane, with sales executives and salesmen accounting for more than half of the business travelers. These, a check-up showed, average 16 trips



each annually; and, in response to questions, a cross-section of them indicated that a saving in time outranked any other motive for choosing planes. School teachers and housewives, it was shown, are turning more and more to this means of transport on their vacations.

In selling air transportation to business people, it is pointed out that the prospect, whose time is admittedly valuable, can have much more time for business than if he employed slower methods of travel and, too, he can put in more week-ends at home with his family. Or his friends. He can go over his territory oftener; keep in closer touch with

able. They've learned now that the voice of a girl over the wire has something of the same effect.

Sprinkling a few girls into the personnel, it has been proved, tends to keep the masculine element at its best. The men will dress a little better, preen a little more, and keep more on their toes. Even a telephone solicitor must have some personal contacts with the public, other than the wire, and the airlines lay much store in personal appearance.

Airlines sell perfection, and desire, always, to give an atmosphere of super service. Negligence of the finer niceties, mental or physical, is the unforgivable sin. Aviation must al-

men in white uniforms move quickly, smoothly about preparing it for the take-off.

John J., who has never flown, is fascinated when the motors roar and the 33-passenger ship soars into the sky. Johnnie puts more queries to him than he can begin to answer. Pop decides he wants to know more about this thing.

Back home Johnnie won't let the matter drop. He excitedly tells mother, and perhaps sisters, about it all. The thing begins to get under the Old Man's skin. He thinks of places out yonder and, maybe, thrill. Vacation time is moving up.

"Perhaps—" he says.

Next day, at the office, he picks up his telephone. He dials a call.

"Good morning, TWA reservations, may I help you?"

"What's the price of a ticket to Los Angeles on your stratoliner," he hear his voice asking.

### "Information" Sells Travel

It's for an opportunity like this that all that training in the TWA sales school has been done. The salesman has mastered a course called "The Fundamentals of Selling Air Transportation."

He goes into his sales talk adeptly and adroitly. The salesman quotes the air transportation fare, and the ground transportation cost as well, pointing out the very little difference between the two, considering all costs. He touches on the time angle; the added time that will be available for actual vacationing, owing to less time being consumed in travel.

"Perhaps you know that meals on our planes are complimentary," he mentions casually, "and you are allowed 40 pounds of baggage without charge, and tips are prohibited. No traveler in the United States is farther from his destination than an overnight journey."

He pictures a flight through the clouds while the hostess serves a piping hot steak with all the trimmings. The stratoliner carries two hostesses. Berth accommodations as well. If the passenger does not want a berth he can sit up in a lounge chair, enjoy the scenic grandeur, and avoid the berth charge.

"I'm certain it would be a trip you and your family would never forget."

"I was just wondering about the family," says John J. Public. "None of us has ever flown in a plane. Is there much of a sensation when the plane takes off?"

"Don't expect much of a thrill,"

(Continued on page 41)



Examinations, at the TWA "College" in Kansas City, are oral and are recorded. These student telephone saleswomen are listening as such a record is played, while their instructor points out flaws in technique and delivery; makes suggestions for improvement.

his customers. Yet he will have more leisure hours than ever before.

The airline 'phone salesman, at his best, must become an encyclopaedia of travel information. He becomes a walking time table ready to supply information about connections, schedules and operations of any and all airlines in the world—in fact, any type of land or water transportation because each feeds the other and many people in laying out a trip, use two or more methods of travel.

Girls are being used more and more as 'phone solicitors by the airlines. Flight executives early learned the value of a comely stewardess, well groomed and neatly uniformed, as a factor in convincing the public that air travel was safe and comfort-

ways be the energetic young man of the transportation industry. Toe-in-the-door methods of selling air transport, and the glib tongue, are strictly not wanted.

Airlines, because they are still young, know that it is important always to be doing missionary work. They have to make persons air-minded who've never had more than one foot off the ground at a time. Here is how a customer is "made."

Mr. John J. Public, taking a Sunday stroll, moseys out to the airport. Little Johnnie has gone along with him. They watch the stratoliners come in and take off. Standing there on the apron the big liner looks like a giant flying fish, relaxed and stretching its fins, while

# What Are We to Do with Salesmen Now That We're in a Seller's Market?

Remembering the grief and expense that accompanied the rebuilding of marketing organizations disbanded during World War I, many a company has set its teeth against a repetition of this mistake during the present emergency.

One of the questions being asked most frequently of the SALES MANAGEMENT editors these days is this: What are other companies doing with their salesmen when they reach a seller's market? Are they reducing the size of their field organization? Are they cutting down on sales training? Are they changing their men over to "missionaries"?

From time to time we shall present brief interviews with executives in a variety of industries to show what their attitude is on some of these questions. Three men contribute to the discussion which follows: One in the paint, roofing and flooring field, one in small tools, and one in the shoe industry.—THE EDITORS.

**"A** FIRM'S sales force is as real a capital investment as its plant," says J. E. Holbrook, sales head of The Paraffine Cos., Inc., San Francisco. "A company that has spent money, time, thought and effort on building up a highly trained and efficient staff of salesmen should give as much thought to converting that investment into a balance sheet item, and maintaining it as such, as it does to maintaining top plant capacity. It's as short-sighted to allow a sales force to get soft in a period of a seller's market, or to permit trained men to leave the department, as it would be to abandon plant and equipment or allow it to deteriorate during a buyer's market.

The present situation, far from being one to encourage industry to dispense with or curtail sales department activity, should present a challenge to business to capitalize on its sales department investment as never before. Mr. Holbrook says: "We are finding it necessary to keep our men at higher gear than ever. This is no time for salesmen to get soft. There is a big job to do in technical improvement, in broadening of thinking of the entire sales organization in terms of the dual obligation which industry is now being called on to meet: Obligation to the government to provide technical assistance of various kinds; long-term obligation to dealers

to ensure their being able to supply the consumer."

This dual obligation widens out into a number of new adjustments for members of the sales force, and does not permit of either diminution of personnel or of personnel effort. The Paraffine Cos., sees the situation in the following terms, according to Mr. Holbrook:

"We realize that we must attempt to supply all we can for government undertakings, including maritime construction, and at the same time keep our regular trade satisfied. In addition to calling on established dealer outlets, our men are serving all government undertakings. That keeps a lot of men very busy; makes more efficient routing of men a necessity.

## Selling Now More Technical

"The government is employing a very high type of man," says Mr. Holbrook. "Our salesmen, too, must be technically adequate; must be prepared to talk on technical problems that may arise with respect to supply of materials, substitutions, and similar matters. They are on the job wherever there are government undertakings, to pick up proposals, to be in a position to give technical aid where special materials are needed, or where lack of raw materials or priorities, make substitutions essential. They call on manufacturers to make suggestions regarding suitable materials for government construction projects."

The present accelerated demands on industry, Mr. Holbrook points out, are due to three inter-acting factors: Government defense activity, industrial plant expansion to meet demands of the United States program, and greatly increased expansion of new home building and trend to home improvement as the result of higher and more widespread consumer income.

The Paraffine Cos.' production activities cover five separate divisions: (1) Paint. (2) Roofing and shingles. (3) Felt base floor covering. (4)

Linoleum. (5) Industrial paints and coatings.

The problem on paints is to meet the demand for materials for government undertakings, and at the same time keep dealers satisfied. "We have many independent dealers. We can't cut them off. It is our duty to help our dealers to keep as much of their regular trade as is humanly possible. We are attempting to allocate the business and the time of our men to serve this end. The dealers are busier than ever owing to bigger housing projects as incomes increase." To anyone who supposes industry may cut down on sales personnel or sales effort, Mr. Holbrook mentions that it takes good selling to keep a customer satisfied if orders can't be filled as promptly as formerly!

## Training Ever Bigger Asset

On roofing and shingles, the same general policy is being followed as in respect to paints.

On felt base flooring—almost entirely a consumer item—the problem is to see that the dealer gets an adequate supply to meet increased demands. There has been some difficulty here.

Linoleum is being called for, not only by the regular trade and by the government, but by firms expanding their plants to take care of government contracts. In the West, ship-building requirements, for instance, are necessitating the construction of entire new plants before the building of the ships may be started. Linoleum is a big item here. The same is true of industrial paints and coatings, for which there is increased demand, necessitating more action from the sales staff in this expanding field.

The need right now, according to Mr. Holbrook, is for improved technical equipment of sales staff. Firms that by past training and disciplining of their men have prepared them to meet this demand are at an advantage.

"We feel that we can make full use of our sales force in the current emergency, even as we did in the last one. The average length of service of men in our sales department is extremely high. This means they are well seasoned, that they have been through all kinds of economic cycles, and so are equipped to meet today's conditions even as they met demands



of former emergencies."

Adds Mr. Holbrook: "If you put ten million into your plant, you can see the plant. Even with depreciation, you can still see eight million dollars worth of capital investment, say. The same firm might have a ten million dollar investment in its sales department and not realize the fact, not think of it in terms of a balance sheet item. Yet you have only to stop and think of the situation that would follow if all of your fine group of men should leave. What would be the necessary re-investment in new men trained to the point of the old?"

Not only is Paraffine Cos. maintaining its sales staff at its normal level, and making full use of these men, but increasing compensation commensurate with increased living costs. "We realize that living costs have an upward trend," says Mr. Holbrook, "and we are trying to see that salesmen's income is adjusted to equalize these costs as we find them."

#### Dumore Co. to Add Salesmen

"We are doing all-time record business and it is practically 100% confined to manufacturers concentrating on defense work, but we will put on more good salesmen if we can find them," said Robert L. Hamilton, vice-president and general sales manager of The Dumore Co., Racine, Wis., in discussing the effect of national defense on sales work in general and the affairs of the organization. He added:

"We know that after all of this other days are coming. We don't take our measure from sales volume or the shipments going out. We do keep an eye on our backlog of orders. There are executives who look at the business going through their plants and say, 'We're doing more business than ever before,' and rest smugly on that.

"What we say to ourselves is this, 'Are we doing more or less than our normal present share of the total business in our field?'"

"If our gains are less than proportionate to the entire amount of new business we feel we are slipping in spite of the fact that our production may be at an all-time peak. Looking at it that way, then, where will we be when the day of reckoning comes and business plumps down to the inevitable lows?"

"We've got some unusual work, too—extra and unexpected jobs—for our salesmen to do. One of these is to keep buyers on the right track. Because so many buyers are having difficulty in getting orders filled they are likely to order machines and equipment they may not need, and if they are jobbers or dealers they may try to stock too heavily.



"I may be a bust at tuckin' in blankets, Major, but I can sell ketchup and pickles like a rocket headed for hell!"



"We have our salesmen sit down with them, study their needs, question their enthusiasms, and ask them, 'Must you really have this—and this?'"

"A second emergency task our salesmen perform is checking stocks of distributors. If one distributor is short on some item and another is long, our salesmen must balance stocks by shifting goods. That means work for our salesmen, some of which must seem unprofitable to them, but they are making more money right now than they ever made in their lives.

"Because business is big now, and because it is easy for us to get, we don't believe in taking commissions away from our men. Some day things are going to change and, we know, we'll have to take our licking. Our salesmen will have to take their lickings with us. So now, it is right that we all should profit together.

"Our salesmen, right now, are learning about new uses for old products. That knowledge will be an asset in future dark days. They've got to be on the job now, tutoring themselves, learning, against some coming depression. I'd like to add a few more salesmen and I think now's a good time to be training some junior salesmen, too."

Mr. Hamilton stepped to his file cabinet. He'd been wondering, he remarked, just what the record would show in the matter of sales to a certain Dumore distributor in one of our biggest midwest cities.

"These people, finding business so easy, pulled in their salesmen a few months ago," he remarked. "Let's check 'em.

"Yes, just as I thought. Off about 11% from last year. Ought to be up a lot. They have their salesmen in the house, filling orders, doing jobs an order clerk or a stock room boy ought to do. More business than ever in the air and they're asleep. Laying the foundation right now for losing business in those days ahead when they'll be wanting it bad. . . . Maybe we ought to change distributors in that spot."

Here's a little touch that gives an idea of Dumore thinking. In the wall of the waiting room at the plant is a large glass case. On previous visits the reporter had always seen displays of the company's products. On this visit it was empty. Instead a sign stood there. It said:

"No Dumore tools are displayed here because—

"Dumore motors and tools are sent to arsenals, shipyards and the metal-working industry instead of into unproductive displays. Dumore is working for U. S. defense."

\* \* \*

The Brown Shoe Co., of St. Louis, Mo., has important orders for army shoes, currently about 16,500 pairs a day going out. Increased payrolls everywhere has swollen demand for its normal consumer lines. The company operates 14 factories all going full blast. Business is at peak and the problem is not to get orders but to fill them. Commenting on the present situation, A. G. White, advertising manager, told a SM reporter who talked to him in St. Louis:

"We are not laying off any of our salesmen and we are not reducing our

advertising schedules one iota. In fact, in some lines, we are increasing our advertising. Our salesmen are kept out on the road. We know that the day will come when we will need our salesmen and we haven't forgotten any of the lessons that World War I taught us.

"When the wartime boom is over and business generally hits the skids, as it is bound to do, we want to be in position to carry on. It will be very important to us to come out of the boom with our sales force unimpaired and ready to function. As for our advertising, it is equally important that the public shall not have forgotten Brown shoes.

"We believe it would be the height of near-sightedness to lie down when the going is good."

job, expects to be there for a long, long time. At this point the audience becomes aware of an off-stage chorus of "Oh, yeahs" and other skeptical and "razzberry" sounds. These are the Animals, proverbial enemies of fences, who are not so sure Fence will stay very long on his new job.

The Animals twit Fence with the fact that he'll not be able to keep *them* in, that no fence ever has before—they get through them all. Fence points out that he is an All-Purpose American Fence, which makes a difference. The animals, apparently, are all from Missouri and have to be shown. Out come Hector the Horse, Seraphim the Cow, Clementine the Sheep, Millicent the Chicken, and Timothy the Pig, and indulge in a battle of wits with Fence. They have plenty to say, but he knows all the answers. He ends by convincing them that he is a Fence that Knows How and the Animals retire, admitting defeat. Music. Curtain.

This is the opening feature of the two and one-half hour show. Next follows a series of lantern slides which serves as illustration and focus for a talk by a fence expert. The meeting winds up with a sound and color film showing "How to Erect a Fence."

When the dealer and his clerks leave the meeting, they should know more about fences than the farmers they serve and the animals the fence is supposed to keep in bounds. Ordinarily, it seems, dealers try to sell fencing without knowing as much as the livestock have learned by trial and error.

The purpose of the show is not so much to sell Columbia Steel fence ma-

## Columbia Steel Trains Dealers with Talking Animal Show

Even though they're oversold, this firm isn't allowing dealers to forget them. Neither are they overlooking an opportunity to do a fundamental job of sales education in a way that makes its administration absolutely painless.

**C**OLUMBIA STEEL CO., subsidiary of U. S. Steel Corp., is operating in a seller's market at the present time. Nevertheless, its sales division, taking the long view, has lately inaugurated an original dealer sales meeting the dual purpose of which is maintaining the good will of small and large dealers, at the same time "educating by entertainment" the dealers' clerks in advanced selling technique by an unforgettable method of training in which the article to be sold dramatizes its own "talking points."

"We, the Animals, Speak," is the title of a Noah's Ark type of miniature theatrical production which is one of the "turns" in a two and one-half hour show now being tested in its San Francisco territory by Columbia Steel. Already it has been shown by Columbia salesmen before half a dozen or more dealer groups there, with good results in dealer interest and response.

"The animal show is a knock-down affair very compactly planned. The packing case which holds it can also accommodate part of the stage, and the whole set of properties requires only a small trailer which can be hitched on behind a salesman's car. Properties are the Animals, two background panels, a stage, and fence. The fence is Columbia Steel's All-Purpose American Fence—the product being promoted. The fence runs the length of the stage,

is opaque, and has a face in the center with a mouth that talks. A sound device is part of the equipment, with music, speech and special sound recordings.

Music opens the show, the curtain goes up, and Fence begins to talk. He is chummy and conversational: Tells the audience he is on a new



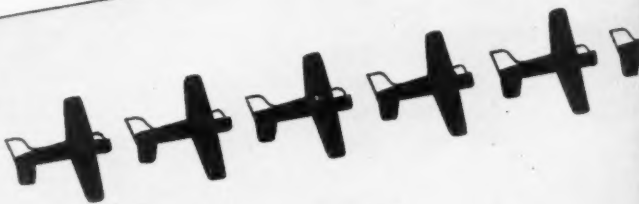
Mr. U.S.S. American Fence talks right back to Seraphim, the cow; Millicent, the hen; Timothy, the pig; and Bob Sherman, Columbia salesman. Columbia finds the portable barnyard puppet show most effective in injecting an element of light-hearted showmanship into educational meetings for jobber and dealer salesmen.



*Direct from O.P.M.*

176 MILLIONS IN ARMY AND NAVY CONTRACTS BOOST

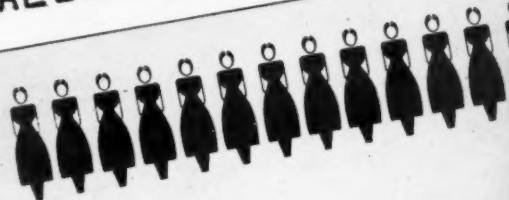
OKLAHOMA TO 18TH IN NATION



*Direct from O.C.R.\**

OKLAHOMA CITY DEPARTMENT STORE SALES UP 21%

FOR FOUR WEEKS ENDING JULY 19



*\* Oklahoma Cash Registers*

Oklahoma City's \$2,500,000 bombardment base at Will Rogers field has been dedicated. Construction shacks at the city's \$16,000,000 air motor repair depot are buzzing. And OPM records, released as of June 30, 1941, reveal that Oklahoma's per capita value of army and navy contracts has jumped from \$4.01 last February to \$75.40 today!

Based on present totals of \$176,169,000 in defense allotments, Oklahoma stands in seventeenth place among all states in per capita value of defense contracts . . . in eighteenth spot in total dollar value.

What this means to advertisers is indicated by the fact that the Oklahoma City plane depot alone, representing less than 10% of the total, promises to add a permanent payroll increase of more than \$5,000,000 annually in the city.

Cash farm income for Oklahoma for the first five months of 1941 soared 16% above the same months of 1940. Followed a wheat crop eight million bushels above the ten-year average, selling at the highest price since January, 1938. Prospects for the fall look even brighter with cotton at peak price since October, 1929.

Appliance dealers in the smaller towns report sales 20% to 30% up from a year ago. Automobile dealers are limited only by the number of cars they can get. And Oklahoma City stores likewise have swung into high gear. Department store sales for the week ending July 19 rose 25% above 1940. Four week figures were up 21%.

Such is the Oklahoma City market today . . . able and willing to buy . . . waiting to be impressed and sold through the pages of The Oklahoman and Times.

**TODAY'S BIG NEWS**



IS  
BEHIND  
THE  
FRONT  
PAGE

# THE DAILY OKLAHOMAN OKLAHOMA CITY TIMES

THE OKLAHOMA PUBLISHING COMPANY

THE FARMER-STOCKMAN \* MISTLETOE EXPRESS \* WKY, OKLAHOMA CITY \* KVOR, COLORADO SPRINGS  
KLZ, DENVER (Under Affiliated Management) \* REPRESENTED NATIONALLY BY THE KATZ AGENCY, INC.

terial to dealers as to train dealers and their clerks to sell the commodity. The trial shows have indicated that owners and clerks in the individual stores are enthusiastic about the varied program which brings out sales features of the product in a way that antagonizes no one, stays in the memory, and emphasizes sales talking points. When some hard-bitten, skeptical farmer comes along, the clerk finds that he remembers the "answers" with which the

Fence met the Animals themselves in the little drama.

This stunt is an extension of previous dramatic selling experiments which Columbia Steel has made in interesting and training its own sales personnel and dealers in the individual stores. One of these was "The Talking Nail Keg" (SM, Oct. 1). The Columbia Steel Circus (SM, December 15) was a more ambitious development used at county fairs.

## Four More States Join Wisconsin in Outlawing "Industrial Selling"

**I**NDUSTRIAL selling, otherwise known as "I can get it through the company," has been outlawed in the last few weeks in four states—Illinois, Michigan, Missouri and Pennsylvania. One other state, Wisconsin, had previously put an end to the practice. The "I can get it wholesale" epidemic in recent years grew to such proportions that factories, corporations, railroads, states and even universities where setting up buying agencies within their own organizations to chisel on behalf of their employees, and often the employees' friends and relations as well.

Local retail organizations finally took up arms. The Illinois Federation of Retail Associations went into action several months ago and is credited with the success of the movement in that state. The law says:

"No person, firm or corporation engaged in any business enterprise in this state shall, by any method or procedure, directly or indirectly, by itself or through a subsidiary agency owned or controlled in whole or in part by such person, firm or corporation, sell or procure for sale or have in its possession or under its control for sale to its employees or any person, any article, material, product or merchandise of whatsoever nature not of his or its own production or not handled in his or its regular course of trade, excepting meals, cigarettes and tobacco, and excepting such specialized appliances and paraphernalia as may be required in said business enterprise for the safety and health of its employees."

The penalty for conviction calls for a fine of not less than \$100 or more than \$500 for the first offense, and for each subsequent offense not less than \$500 or more than \$1,000. Co-operatives are excepted under the law. The bills passed in Missouri and Pennsylvania are worded the same as the Illinois law. The Michigan law differs only, it is said, in that it has "more

teeth in it."

A second bill, passed by the Illinois legislature and now a law, specifically forbids the "state of Illinois or any political subdivision thereof, or any municipality therein, or any officer, agent or employe of the state of Illinois" to carry on any similar transaction. This bill makes optional imprisonment from 30 to 90 days in the county jail. The court, if it wishes, can penalize the offender by both fine and imprisonment.

Joseph T. Meek, executive secretary of the Illinois Federation of Retail Associations, tells SM:

"The situation was so bad down in Springfield that last Christmas season the state sold more watches than all the jewelers in the city."

Industrial buying was so rampant in many lines that retail businesses in many industrial areas were facing bankruptcy, it is claimed. More items such as refrigerators, radios, paints, furniture, etc., were being sold at wholesale prices than were moving through the stores. Retail associations first tried to combat the movement through appealing to the manufacturers and others. Some of them stopped the practice but many others refused.

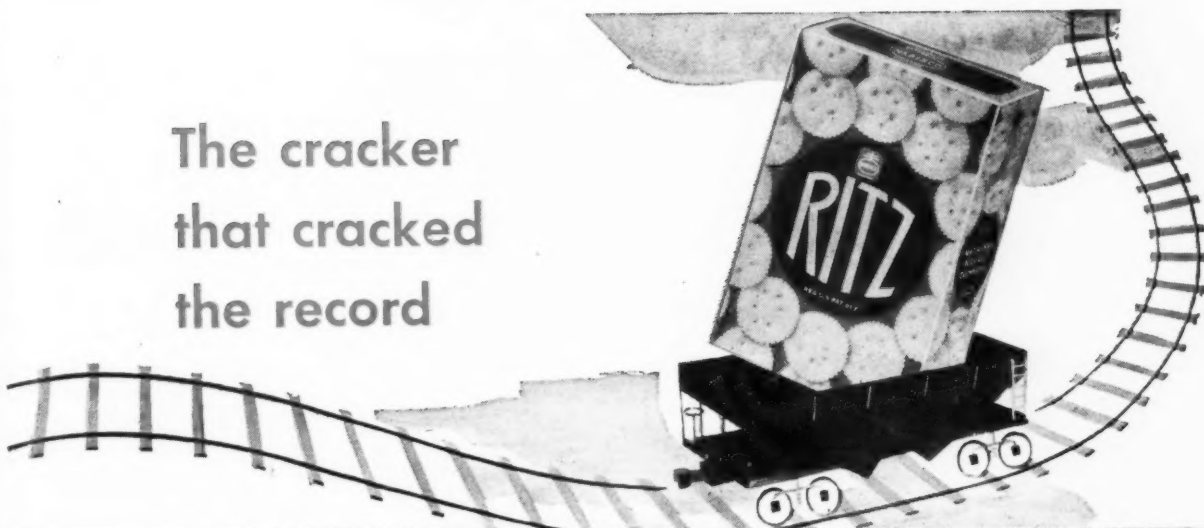
A considerable number of these, it was charged, felt that supplying their workers with goods at wholesale worked as a good substitute for increasing wages. Finally, giving up on the idea that the practice could be remedied by agreement, the retailers decided to attack it through legislation. With five states now outlawing industrial buying, the plan is to carry the fight to the others as fast as possible.

## How Building Has Zoomed

Here are building permit valuation figures (000 omitted) for the 25 largest cities, first-half 1941 vs. 1940, and ratio (1940 = 100). Source: Bureau of Labor Statistics.

	1941	1940	Ratio
New York, N. Y. ....	\$136,838	\$135,569	101
Chicago, Ill. ....	29,373	27,042	109
Philadelphia, Pa. ....	25,007	22,724	110
Detroit, Mich. ....	51,279	35,076	146
Los Angeles, Cal. ....	54,849	37,357	147
Cleveland, Ohio ....	11,513	11,135	103
Baltimore, Md. ....	23,395	14,141	165
St. Louis, Mo. ....	15,114	7,763	195
Boston, Mass. ....	11,657	6,483	180
Pittsburgh, Pa. ....	4,586	4,558	101
Washington, D. C. ....	35,087	25,163	139
San Francisco, Cal. ....	18,817	11,535	163
Milwaukee, Wis. ....	8,936	5,114	175
Buffalo, N. Y. ....	6,160	2,021	305
New Orleans, La. ....	8,167	11,958	68
Minneapolis, Minn. ....	6,451	4,671	138
Cincinnati, Ohio ....	11,358	8,644	131
Newark, N. J. ....	7,685	1,317	584
Kansas City, Mo. ....	2,789	1,296	215
Indianapolis, Ind. ....	10,186	4,461	228
Houston, Texas ....	18,906	12,259	154
Seattle, Wash. ....	17,858	6,893	259
Rochester, N. Y. ....	2,460	2,175	113
Denver, Col. ....	8,628	7,491	115
Louisville, Ky. ....	7,334	2,554	287

# The cracker that cracked the record



On Feb. 22, 1941, the famous **RITZ CRACKERS** started on a special sales trip. (*Toot, toot, here comes the engine!*)



**FIRST**, National Biscuit Company hooked up with a Saturday Evening Post advertisement. Then ...



**NABISCO** salesmen tipped off grocers who saw the opportunity—and hooked up with 47,692 special displays like the one above. (*It's always easier to push something already moving.*)

**AFTER** the ride was over, grocers discovered they had been paid handsomely. As every successful grocer knows, every Post ad you see is a sales winner when it goes to work first in the Post, then again in the store. This is partly due to the fact the Post has the largest circulation

of any weekly magazine. Partly to the fact that more people *read* advertising in the Post than in any other magazine—and *act on it*. If you have a worthy product to sell, we urge you to remember the line at the bottom of this page. It's the secret to many a great sales success.

People pay attention when they see it in the

# POST







## SM Enters Sales Portfolios

Editor, SALES MANAGEMENT:

In your June 1 issue there appeared an article "Shall We Display and Advertise Price?", which we understand represents the conclusions drawn from SALES MANAGEMENT's survey conducted by Ross Federal research workers among 1,000 men and women in Syracuse, N. Y.

We have, from time to time, been furnishing our men for use in their sales portfolios and their presentations information that will enable them to help the retail grocer do a better job of merchandising.

We think the facts published in your magazine are important, and that if they were brought to the attention of retail grocers generally they would contribute to a better job of selling in the stores.

The reason for writing you is to inquire as to whether or not you have any objection to our getting out the information contained in this article in a form suitable to be used in our sales portfolio.

J. P. MILLER, Vice-President,  
Pet Milk Sales Corp.,  
St. Louis.

(Permission gladly granted. This was

**• GAINS IN TOTAL  
ADVERTISING, AND  
IN DISPLAY, RETAIL,  
GENERAL, FINANCIAL,  
AND DEPARTMENT  
STORE ADVERTISING—  
THAT'S THE QUICK  
STORY OF THE PHILA-  
DELPHIA EVENING  
PUBLIC LEDGER'S  
FIRST SIX MONTHS  
UNDER THE NEW MAN-  
AGEMENT HEADED BY  
ROBERT CRESSWELL.**

one of the most popular surveys in recent months.—THE EDITORS.)

## What Is This "F. O. B."?

Editor, SALES MANAGEMENT:

Joke for your Scratch-Pad:

Reviewing our class in business letter writing, the teacher asked us, "When your employer dictates that he is shipping a carload of goods F. O. B. Detroit, what does F. O. B. stand for?"

There was a hush; then a girl put up her hand timidly. "C-could it mean *Flat Open Bottom*?"

You are darned right! Far too many trade and technical terms are used in labeling and advertising to women to whom they don't mean a thing. Circulars and inclosures, too. I bought a cold pack jar-sterilizing kettle at Macy's the other day, which had a clumsy digest of the Department of Agriculture's rules for cold-packing vegetables. But it didn't say one single word on how to sterilize my jars with their machine, and I'll have to get my information from the *Herald Tribune* Institute which knows how to talk woman-talk. And if I can't understand that manufacturer's circular, what chance has little Mrs. Johnny Jones for figuring it out?

You see, I really read your SALES MANAGEMENT!

SARA BIRCHALL,  
Abbott Kimball Co., Inc.,  
New York.

(Miss Birchall also refers to the June 1 survey. In it we said, "The SALES MANAGEMENT editors have long believed that far too many industry and trade and technical terms are being used in advertising and promotion to consumers which are utterly ineffectual because so few consumers know what they mean. Examples: Tin can sizes ("2 1/2"); "I. E. S."; "F. O. B." The survey reported what the 1,000 Syracuse consumers answered when asked, "What does 'F. O. B.' mean?" To thousands of Mrs. Johnny Joneses these standard trade terms are as darkly mysterious as a yard down a bear's gullet. But the trade, to whom they are as familiar as the sunrise, goes right on using them.—THE EDITORS.)

## Certainly, Help Yourself

Editor, SALES MANAGEMENT:

I think the article "Shall We Display and Advertise Price?" in your June 1 issue is extremely interesting, and it seems to me that this should be something for us to have reprinted and distributed to be read....

M. D. PENNY, Sales Promotion Manager,  
Forbes Lithograph Mfg. Co.,  
Boston.

## Good & Bad Furniture Again

Editor, SALES MANAGEMENT:

It appears that the legend\* about "Good and Bad Furniture" wasn't true. I thought you might like to see this.

D. GRIER MARTIN,  
Better Silk Hosiery Mills,  
Bristol, Va.

Enclosure:

Mr. D. Grier Martin,  
Bristol, Va.

Dear Mr. Martin:

Someone mailed me a copy of your letter to SALES MANAGEMENT. This is about "Good and Bad Furniture."

None of the sales managers of Mather stores knows what "Good and Bad Furniture" means, for the reason that there isn't any meaning in the ad.

About 30 years ago I sold on commission the product of some of the North Carolina factories. They would make one shipment of the dresser fronts and drawers and then ship in a basket the knots that fit the knot holes. Installment selling was in its infancy and many of the retailers found it impossible to pay their invoices promptly. They would complain that the furniture wasn't as good as the Grand Rapids furniture and that the salesmen misrepresented the quality. That put us drummers in bad and sometimes we lost our commissions and our factory accounts.

It occurred to me to put in big letters at the bottom of each copy of order, "Good and Bad Furniture"; after that there was no more rejected or complained-of merchandise.

When the Mather stores went into the retail business, this was adopted as a slogan. We find that it is good defense in a lawsuit when a customer complains of the quality; also it helps us in buying seconds, discontinued patterns, etc.

It doesn't mean anything, but it is a fact that we sell more furniture than any other outlet in Florida.

COTTON MATHER,  
Chicago, Ill.

## "Dopes, Unlimited" Rings Bell

Editor, SALES MANAGEMENT:

Couldn't resist the temptation to give three cheers for the gentleman who wrote, "Dopes, Unlimited."

Have been buying cars for several years now and have never been able to figure out why the automobile manufacturers spend so much money on advertising (I'm in the advertising business) and, apparently, none on salesmen.

They just couldn't be smart enough to turn out those streamlined beauties of the past few years and then turn around and let "dopes" like I've seen unsell their public—if they knew about it.

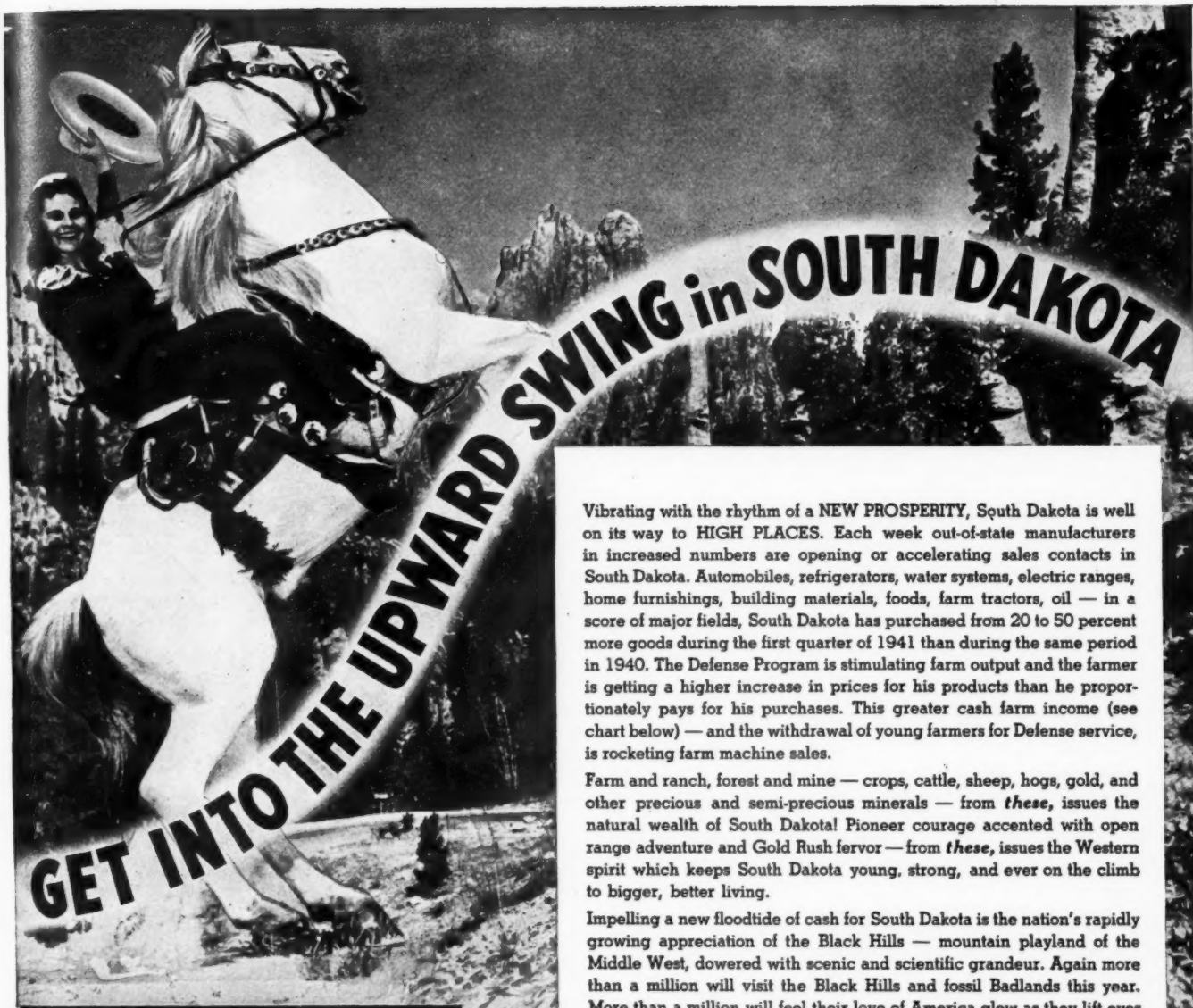
One very well-known manufacturer might like to know that when I read his new ad the other day, I became very much interested in his car (am in the market right now). When I went down to the show room to look it over, I was still more impressed. Finally the salesman approached me and I asked him a few questions. He said they didn't have a car around so they could take us for a ride. I still overlooked this, but when I asked if someone could give us an estimate on our old car, he said, "We won't give you much—we're not in the second-hand automobile business."

Nice guy, wasn't he? Hope you let Mr. Morgan Gale see this letter and know he has rung a bell.

F. D. L.

\* See "Significant Trends," April 20, 1941, and "Letters," SM, June 1, 1941.

SALES MANAGEMENT



## SOUTH DAKOTA

Write A. H. PANKOW

PIERRE, SOUTH DAKOTA

Exclusive of Government Payments, Cash Farm Income in South Dakota for the first quarter of 1941 exceeded the same period in 1937 by 108% — a record which places South Dakota above 29 other states. For the entire year 1940 (exclusive of Government Payments) Cash Farm Income exceeded 1937 by 42%. Increased Sales Tax Collections in 1940 — \$285,000 above 1939 — and 29% increase in income tax receipts — definitely reflect this greater income. . . . More than 6,000 farms have been purchased in South Dakota during the last two years. Purchasing is brisk in all important lines of merchandise. The UPWARD SWING IS ON and OPPORTUNITY invites manufacturers, wholesalers and retailers to bring on their wares. For further information and for colorful Black Hills Vacation Booklets, write

A. H. Pankow, Pierre, South Dakota.

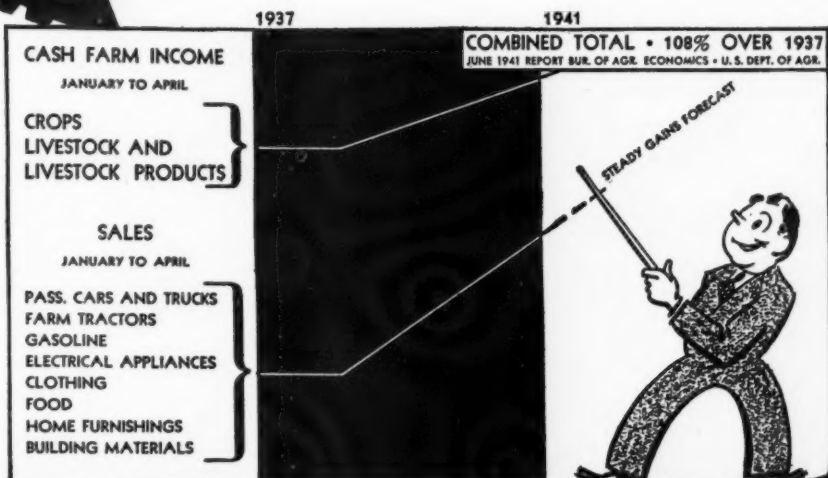
Vibrating with the rhythm of a NEW PROSPERITY, South Dakota is well on its way to HIGH PLACES. Each week out-of-state manufacturers in increased numbers are opening or accelerating sales contacts in South Dakota. Automobiles, refrigerators, water systems, electric ranges, home furnishings, building materials, foods, farm tractors, oil — in a score of major fields, South Dakota has purchased from 20 to 50 percent more goods during the first quarter of 1941 than during the same period in 1940. The Defense Program is stimulating farm output and the farmer is getting a higher increase in prices for his products than he proportionately pays for his purchases. This greater cash farm income (see chart below) — and the withdrawal of young farmers for Defense service, is rocketing farm machine sales.

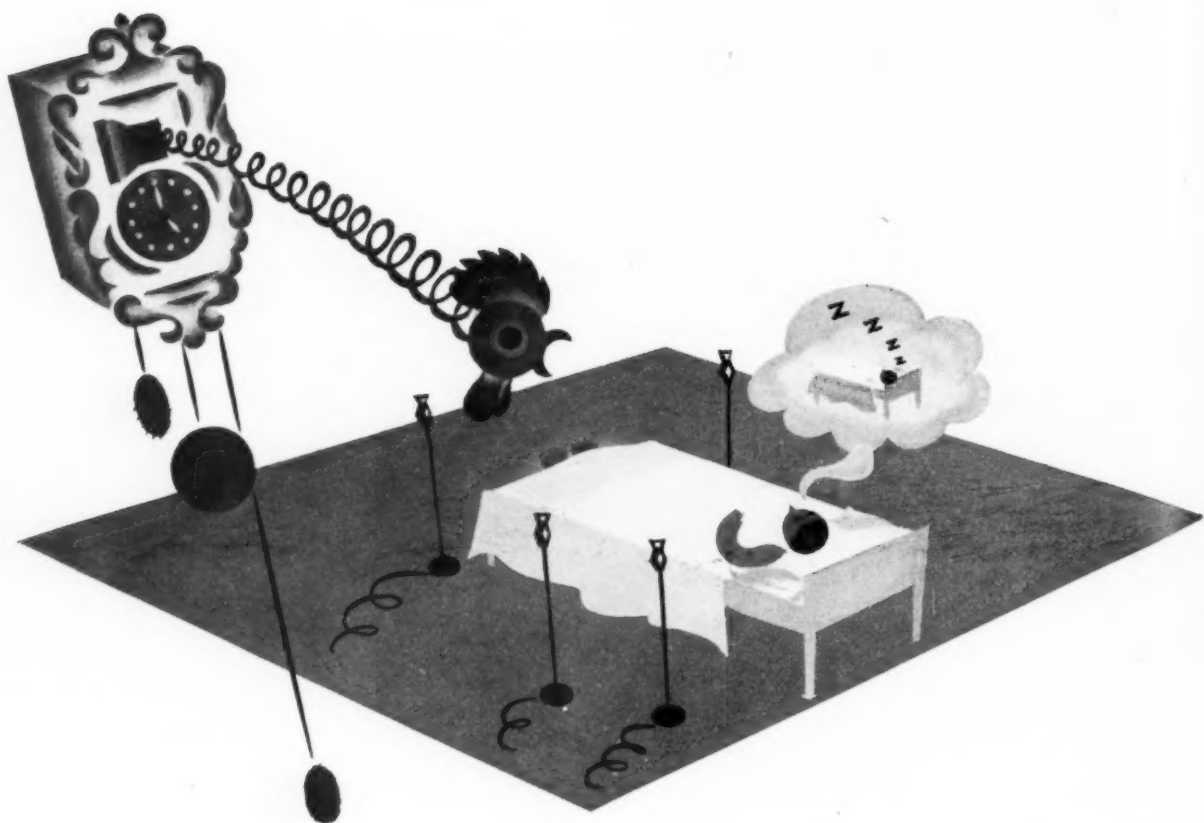
Farm and ranch, forest and mine — crops, cattle, sheep, hogs, gold, and other precious and semi-precious minerals — from *these*, issues the natural wealth of South Dakota! Pioneer courage accented with open range adventure and Gold Rush fervor — from *these*, issues the Western spirit which keeps South Dakota young, strong, and ever on the climb to bigger, better living.

Impelling a new floodtide of cash for South Dakota is the nation's rapidly growing appreciation of the Black Hills — mountain playland of the Middle West, dowered with scenic and scientific grandeur. Again more than a million will visit the Black Hills and fossil Badlands this year. More than a million will feel their love of America glow as they lift eyes to Gutzon Borglum's heroic Shrine of Democracy on Mt. Rushmore.

To every newcomer there is both INVITATION and CHALLENGE in the agricultural, industrial, and travel assets of South Dakota. ALL SOUTH DAKOTA — its hospitable citizens, its businessmen and farmers, its newspapers, radio stations, and I, as Governor of this magnificent and prosperous state, welcome you to the abundant, hearty, happy way of living which is our greatest pride.

*Charles F. Smith*  
Governor of South Dakota





## "We have to wait 'till 5:00 a.m. for you to open"

Recently, we asked 5,000 families to criticize WBT. And 4 out of every 5 had something to say about us.

Only twenty-seven out of four thousand made complaints. The rest of the folks wanted more of what we give them all the time. Hundreds said, "WBT isn't on the air long enough.\* *We have to wait around 'til 5:00 a.m. for you to open up.*"

Twice before we've stretched our broadcasting hours to please our listeners...each time tumbling Grady Cole out of bed one half-hour nearer midnight than dawn.

Now it appears that we must pull Grady Cole's covers off even earlier, for WBT does what its listeners advise... and vice versa.

Through 20 years our local programs and people have mutually molded themselves to suit each other. To suit advertisers, too. For in this uncommon companionship of station and audience is a basic reason why WBT does the best sales job in the Carolinas. Let us show you how easily others have captured this rich market... and how easily you can do so, too.

*\*Twenty hours each weekday!*

# WBT 50,000 WATTS • CHARLOTTE

"THE STATION AN AUDIENCE BUILT"

Owned and operated by the Columbia Broadcasting System. Represented by Radio Sales: New York • Chicago • Detroit • St. Louis • Los Angeles • San Francisco





## How TWA Trains Employees to Sell by Telephone

(Continued from page 23)

replies the salesman. "There is no sensation at all on the take-off. And, remember, you are riding on air. The fascination of floating through the air can hardly be described—you must experience it to really appreciate it."

"Let's see, now, what the total cost will be?"

"Maybe you've heard of our installment plan for air travel," comes the reply. "You can take 12 months to pay, if you prefer. Many vacationists are taking advantage of this opportunity this year."

The salesman deftly asks John J. Public for his name, address and telephone number. That's just in case. But the chances are, if he doesn't close right now, John J. will call back of his own accord. If he made the sale then and there the salesman wasn't just "talking on the 'phone." He was *selling*.

### "Telephone Tact"

Perhaps, right here, we might explain a little more how "wires" are used in air transport work. TWA operates a leased network of teletype circuits involving 2,400 miles, connecting all stations between Kansas City and New York. The system has been divided into five units, each representing the spokes of a wheel, with the hub at Dayton, Ohio. This means an almost instantaneous control to confirm the sale of available space. West of Kansas City radio telephones are used.

Telephone salesmen are on duty in all larger cities on TWA's coast-to-coast system. They follow up walk-in prospects like John J. Public. They follow up old air travelers whose names haven't appeared recently on the company's records. They make "cold turkey" calls.

In New York the telephone sales tables accommodate 20 employees at one time. The key equipment is so arranged that any salesman may answer an incoming call. Plate glass partitions are used so that noise from the outside or from other stations will not annoy the person calling.

The entire organized plan of 'phone salesmanship, from the Atlantic to the Pacific, executives describe as a practical example of "telephone tact."



**T**ROY is a "hot spot" for sales these days as vocational schools, striving to fill the needs of the United States Arsenal, machine tool plants and other area defense industries, "keep" 24 hours a day to put new hundreds through 10-week training courses that turn them into big-earning machinists and technicians.

As these men "graduate" to pay envelopes they add fresh force to the purchasing power of the

Empire State's lowest cost major market, now estimated to have soared to \$53,548,000 a year.

Utilize the sure-fire sales-making power of The Record Newspapers, sole Troy dailies, by which you can reach "everybody" in this market of 115,264 consumers for only 12c per line.

### THE TROY RECORD THE TIMES RECORD

The Record Newspapers  
J. A. Viger, Advertising Manager



This is one of a series of educational-promotional display panels which M., M. & M. furnish to jobbers for use in their own local power shows, industrial clinics, etc. The company attends to the routing and shipping of the displays from one show to another.

## How We're Heading Off Jobber Troubles in the Face of Slow Delivery

Manning, Maxwell & Moore are engaged in a program of all-out aid to their distributors for two big reasons: To maintain their good will in troublous times, and to entrench their position for peace-time days ahead.

BY LOUIS H. BRENDDEL

Manager of Jobber Relations, Manning, Maxwell & Moore, Inc.,  
Bridgeport, Conn.

**T**ODAY, when business is easier for us to get than it ever has been before, we are aggressively pursuing a policy of "all out aid" for our loyal jobbers. For the management of our company realizes, with great clarity, that even though defense and government orders are available in vast quantities, there will inevitably come a day when defense orders are a thing of the past; that it behooves us to safeguard ourselves against this recession by greater support for our jobbers than we have ever before provided.

Unlike the Arkansas farmer who never repaired his roof when it was sunny because it didn't leak then—and couldn't do it when it was raining—we are insuring our future by giving our jobbers all the help we can now,

while the sun is shining, so that they can reciprocate for us when the rains come.

We manufacture Ashcroft pressure gauges, Hancock valves, American thermometers, and Consolidated safety valves—all of which are used in sizable quantities by our Navy, our Army, in defense plants, as well as by other industrial plants. This has meant that an increasing amount of time of some of our salesmen has been required to handle defense business. These added demands by direct or indirect defense orders for our salesmen's time must be "borrowed" from the time that they would otherwise devote to regular consumer calls and jobber missionary work. To offset this, however, our management has employed seven new territorial salesmen (approximately

20% of the territorial organization) so far this year.

Our president and general sales manager have just completed a series of sales meetings with our salesmen in all parts of the country at which they stressed the vital importance of "all out jobber support" now—the tremendous value of getting many small orders to counterbalance the big defense ones.

Even though we have more orders today for Ashcroft gauges than we ever had before, we have greatly increased our advertising expenditure since January 1. For example, we are now advertising this line regularly in the *Saturday Evening Post*—the first time in the history of the gauge industry that any manufacturer used this medium. Of course, we have explained to our jobbers that we are spending this additional advertising money at a time when we have more gauge orders than ever before—to insure orders for them and for us when the fireworks are over. Our jobbers have expressed themselves as being heartily in accord with this policy.

### Offsets Jobber "Irritation"

As all of you know, who distribute your products through jobbers, the one big headache the jobber has today is deliveries. "When can we get it?" Despite the fact that our company has greatly expanded its manufacturing capacity, all indications point to slower deliveries to our jobbers owing to the slower deliveries to us of the basic materials that we use in making our products. Hence, our philosophy of "all out aid" to our jobbers is planned to offset, by building additional good will, the unavoidable irritation that slower deliveries must cause.

Right now we are putting on inspirational visual presentations at meetings of jobbers' salesmen in all parts of the country. These meetings are planned to urge jobbers to follow our example in continuing to fight for the many small orders which will be so important after the present defense business slacks off. It is gratifying to report that many see the problem eye-to-eye with us; that they, too, are adding salesmen in numerous instances to increase their coverage as insurance for the time when the going gets tougher.

For the most part jobbers appreciate our efforts to help them now when some companies (because of an excess of orders on hand) have "called in" some of their salesmen, or advised them to slow down until they again need orders. We believe this is a particularly short-sighted policy.

The present war is emphasizing the necessity of perfect correlation of the

SALES MANAGEMENT

victories are to be won. Similarly, we air, land, and sea forces, if decisive are using almost every promotional means of jobber support at our command.

We are employing direct mail on a larger scale than ever before—to consumers, to sell them our products, and to create the habit of buying through our jobbers; and to our jobbers' men to stimulate and educate them to sell more of our products.

To accomplish this we have developed specialized types of correspondence courses (see SALES MANAGEMENT, December 15, 1940) that painlessly instruct these 8,000 salesmen on how to sell and apply our products. It need only be considered that some mill supply jobbers sell 70,000 items, to realize that unless a vendor makes some distinctive and continuous effort, his products will be no more than a part of the vast majority of these items that are not sold in any volume.

### We Talk Their Language

Our house organ, "Make More Money With Manning, Maxwell & Moore," goes to every jobber's salesman. We publish this paper *solely* for them. We lean over backwards to make sure that it is not high-hat; that it speaks the jobber salesman's language. For example, our gauge catalog states that our "new luminous dial Duragauge has no *stroboscopic effect*."

Yet, when this particular gauge is featured under the headline, "New Luminous Dial Duragauge Is a Sweet-heart for Boosting Sales," the curse is removed in this light copy: "... experts claim it's mighty easy on the eyes. These birds even insist that there's no glare and no *stroboscopic effect* (whatever that it!)."

Further support is provided jobbers by a series of selling product display cases. These were prepared so that

any of our jobbers who are participating in various "industrial clinics," power shows, purchasing agents' shows, and so forth, may have interesting exhibits of our products to display. These displays are kept busy constantly shuttling by express from one show to another in various sections of the country.

At the present time we are planning practically every bulletin, catalog, envelope stuffer, package insert, and mailing piece so that it brings the jobber prominently into the picture. Furthermore, in most cases, we are printing large overruns so that this same sales literature can be furnished to the jobber imprinted with his name. This enables him to tie-in most completely with all our advertising and direct mail activities. Our experience in the jobbing business has taught us that more good is done if the jobber is constantly supplied with smaller quantities of new sales literature than if he is given larger quantities at longer intervals of time. Normally, we send this material to jobbers only at their own request.

### Pushing Profits in "All Four"

There are four distinct lines of products that comprise our "M. M. & M. Line." As might be expected, some of our jobbers sell only one line of our products; some two; others, three; and the remainder all four.

It is apparent that one of our big jobs is to help all our jobbers sell all *four* lines. This we are accomplishing by means of a new visual presentation that is in the hands of all our salesmen, plus personalized direct mail support. Both these attacks stress the increased profit that will come to the jobber by "selling all four M. M. & M. lines." This is forcefully emphasized by the fact that our 20 leading jobbers sold over \$1,000,000 worth of our products last year. And every

one of them *sells all four M. M. & M. lines*. They are shown how our missionary men can teach their salesmen to sell all four lines at once—thus saving their salesmen from having to "go out" with four separate missionary men. They are told how their salesmen can sell more on each call by selling all four lines.

We have dedicated ourselves to this policy of "all out aid to jobbers" because we conscientiously believe that the future success of our company will be just as much influenced by our jobbers as by our own field salesmen.

Therefore, it is only natural that we closely follow the monthly sales figures of our jobbers. From these figures we regularly write to them, keeping them informed on "how they're doing," and asking how we can help them. That our jobbers appreciate this wholehearted interest is proved by the grateful replies and suggestions received from them.

Of course, it's still too early to predict how our jobber policy will affect us after the war. So far this year our jobbers are buying 50% more of our products than they did last year. This encourages us to believe that our plan is sound.

### HELP IN SELECTING YOUR NEW ADVERTISING AGENCY

To select the right agency for the unusual times ahead, you must interview a group of those most likely able to serve you. 6 reasons why we belong in that group:

1. We offer the advantages of a small agency with a large-agency-trained staff.
2. Our principals have directed their own commercial businesses.
3. We spend more time in the field than most agencies.
4. Testing is a fundamental with us—for greater advertising results.
5. We know how to use advertising to do many jobs (other than move merchandise).
6. We serve a diversified group of national accounts—from class to industrial, from package goods to service.

Further facts in our new 5-minute folder, "Business Men Handle My Advertising." Write for your copy.

#### J. M. HICKERSON Inc.

Advertising Agency Service

110 East 42nd Street, New York • Murray Hill 3-7426

# SCHENECTADY!

A city of essential industries — a most responsive and easy-to-cultivate market.

\* Sales Management's  
Survey of Buying  
Power

Tremendous industrial expansion program promises to push the \$52,742,000 retail sales figure for 1940\* to an all-time high for 1941.

Now's the time to cash in on this rich Schenectady market.

CIRCULATION NOW OVER 28,000 — 92% HOME DELIVERED

## SCHENECTADY GAZETTE

SCHENECTADY, N. Y.

Represented Nationally by REYNOLDS-FITZGERALD, INC.

New York

Chicago

Detroit

Philadelphia

San Francisco

Los Angeles

Seattle

AUGUST 15, 1941

[ 43 ]





# How big are the big leagues?

FOR YEARS, major league baseball has been established solidly as the great, the classic American sport . . .

Attracting each year its millions of loyal, enthusiastic fans . . .

But, high as their popular standing is, it takes the two big leagues together—American and National—*two seasons* to attract as many people as **LIFE** Magazine attracts *each week* . . .

**a total audience of more than  
20,000,000 men, women, and  
young people!\***

That's how big **LIFE's** drawing power is—so big, in fact, that **LIFE** is read regularly each week by more people than ever before

have read the pages of *any* magazine!

**LIFE** comes by this unique audience-pulling power honestly:

- Presenting, illuminating, interpreting our fast-moving world in a vivid way that millions like, understand, absorb...
- Prompting millions to pass on to other millions this publication they find so uniquely fascinating, enlightening, stimulating.

Advertisers have been quick to realize that this huge, inquiring audience constitutes the most potent market in America.

That is why **LIFE** now carries more pages of consumer goods advertising than any other magazine!



\*Scientifically established and reported by **LIFE's** Continuing Study of Magazine Audiences. Latest audience totals, from Report No. 4:

COLLIER'S . . . . .	14,750,000
LIBERTY . . . . .	12,900,000
LIFE . . . . .	20,450,000
SATEVEPOST . . . . .	13,050,000

# Venture a Little and Learn Ere You Venture a Lot and Lose

Mr. Tacks begs for a test for every campaign, no matter how sure you and your account executives are that you're all set to okay that beautiful coast-to-coast blitz-burst.

BY BRASS E. TACKS

**M**Y good friend and customer, Dan, said to me some weeks back, "Yes, Brassie, that's so, we've picked up a new account, Hoopla Soap Co., but I'm sorry to say, there's no way of working you in on it."

"They're going to start right off here in Bigtown, eh?"

"Yeh, they've got the outlets here, the potential's here, and so off we go."

"But on a new product, like this, Dan, shouldn't they test it outside first?"

"Oh, why? Hoopla is old and reliable; the trade here knows them."

"But that's the point; they're risking their standing with the Bigtown trade. Suppose this new soap is a flop?"

"Well, O.K., you've got an angle there; but then there's the time factor."

"You're in a hurry?"

**FOR 9½ CONSECUTIVE YEARS THE EVENING PUBLIC LEDGER HAS CARRIED MORE DEPARTMENT STORE LINAGE THAN ANY OTHER DAILY OR SUNDAY NEWS-PAPER IN PHILADELPHIA. DEPARTMENT STORES KNOW VALUES.**

"Yeh, we've got to break within three weeks. Everything's all lined up."

"Well, even so, there are still three weeks; let me run a quick test for you out in Delta, won't you?"

"Oh, I really don't see how we can, Brassie. We're all set. Hoopla is eager. And they've no distribution out in Delta—"

"Well, anyway, here are some figures. Think it over, Dan, if you will. And I'll see you Friday."

"O. K., Brassie, I'll talk with the rest of the boys about it."

Well, I saw him Friday. And, to my amazement, we were in. Hoopla had put up \$2,000 for a quick test, agreeing that it might be good business to give the new soap a fling out in Delta, having in mind that the test results, also, would make good sales chatter later for Bigtown retailers.

We ran the test. It involved a couple of thousand lines, dealer displays, wholesale checks, housewife calls, etc. Our Delta folks are used to handling tests and the thing ran off quite smoothly.

But some unforeseen angle was developing, obviously, when the test ran beyond the original three weeks. The opening in Bigtown was postponed, then finally we got a cancellation of the tail-end of our Delta schedule.

I saw Dan and asked him for the lowdown. Said he:

"They're discontinuing the product."

"Is that so?"

"Yep, it wasn't quite ready for the market."

"Well!"

"You know, of course, that it was a liquid soap for dishwashing—"

"Yeh."

"—Well, the solvents reacted badly on feminine skin; red hands resulted."

"No, red hands!"

"Yep—three days were enough; four days produced a brilliant scarlet."

"Well, isn't that a story!"

"Hoopla's grateful to you. You saved them some money and also a valuable trade reputation—"

"I'm grateful to them, too, for their linage—but it's good to hear the test idea applauded."

"Yep, if they hadn't followed your urgings there, Brassie, they might have been in real hot water here in Bigtown."

"How much might they have lost?"

"About \$25,000."

"Migosh! I didn't know there was that much dough in the soap business."

"Yep, that's exactly what they'd appropriated for Bigtown."

"And now it will go unspent?"

"Probably, and while we hate to see such a nice appropriation killed, we're grateful to you, too, for helping us to gain a nice chunk of good-will with Hoopla."

But suppose that I hadn't stuck my nose in and hollered. Suppose that Hoopla had simply started; suppose that they'd gone to the expense and trouble of stocking Bigtown. Think of what the sales hurdle of an unsatisfactory product could mean to the three other old Hoopla products.

And think of the \$25,000.

## How to Eschew a Fizzle

My point is that too little testing is done. I see new items galore bob up, then sink down. New food products—a quick flourish, followed by a fizzle-out. New medicines—no check-up, just an unhesitating plunge into the big pond. Dollars, hours, blood, sweat—all bet with reckless abandon on the judgment of big-shots who aren't typical consumers.

There's a medical man two blocks down the road. He's a happy guy today. And, again, I'll take the credit. He's finally, after a year of urging, featuring a "get-acquainted" size—a 19-cent vial that will encourage complete strangers to sample his goo.

The guy kept saying "no," with elevated pince-nez—he's an M.D. The thing seemed contrary to his ethics. "It will cheapen my product"—"The 85-cent size will be neglected."

But one day, finally, feeling good, he agreed to go out to Delta with a "test." And the end of the story is that, now, the trial size is a big hit in Bigtown. The test's paying sweet dividends.

Today, the people of Delta look just like the people of Bigtown. They wear the same clothes, make as much money, eat the same corn flakes, drive the same cars, etc. A test out there among those 20,000 or so buyers will give you a good indication of what the 2,000,000 buyers of Bigtown will do later.

Every new product is a gamble, but why not keep your gambles at a minimum?



## Vitamins Featured by Rice and Shredded Wheat

Comet Rice Mills, Beaumont, Tex., is introducing "Vitafied Comet Rice," fortified with Vitamin B<sub>1</sub>, "the first rice in America to be so enriched." A six-month ad campaign will employ 122 newspapers, four national magazines, radio, display material, etc.

This Vitafied rice (the name is being patented) replaces Comet white rice. The company has advertised its brands for 40 years at a total cost of \$10,000,000. During that time it pioneered packaged rice, the cellophane window carton, brown rice and other innovations.

Comet brown rice will be promoted along with Vitafied rice. Theme for the former will be, "Brown Rice — Birthplace of Vitamin B<sub>1</sub>."

Leche & Leche, Dallas agency, is in charge of the account.

National Biscuit Co., N. Y., announces that over 500 newspapers will carry weekly insertions to make up the major part of a Fall campaign on National Biscuit Shredded Wheat. Stressed is the presence of "Vitamin B<sub>1</sub> as Nature Provides It."

This newspaper schedule is one of the heaviest in the company's history. It augments a campaign running in four colors in women's magazines and in two colors in national weeklies.

Federal agency, N. Y., is in charge.

## Four New Programs Start on Columbia Network

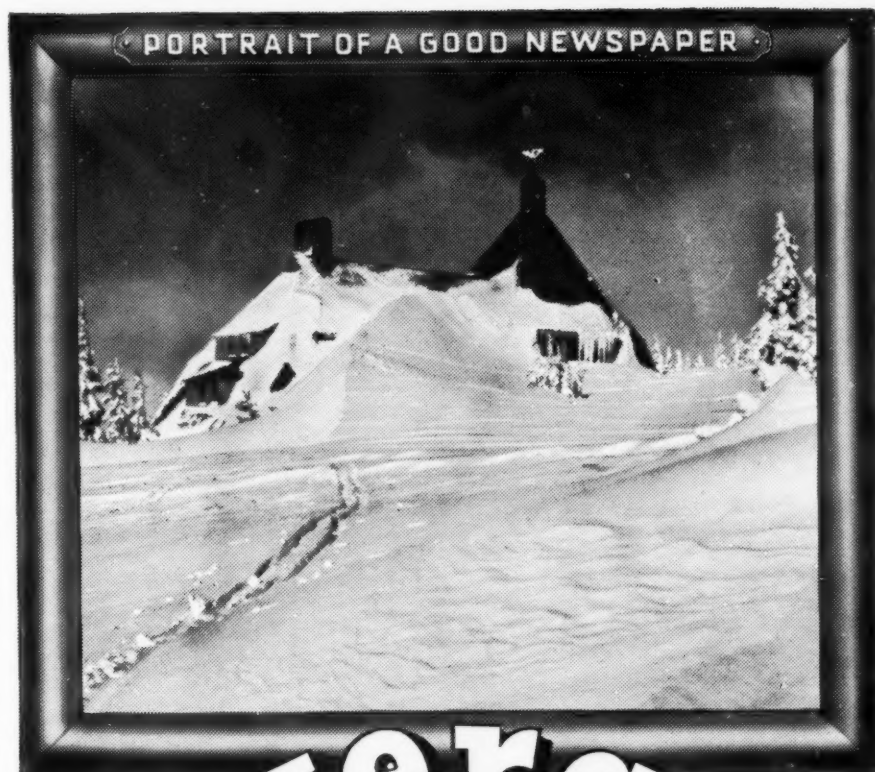
Lady Esther, Ltd., will sponsor a new series of variety-drama programs on 63 CBS stations, beginning September 15. Orson Welles will be starred. The time is 10:00-10:30 p. m. EST. Pedlar & Ryan, N. Y., is the agency.

General Foods Corp., N. Y., will sponsor a 15-minute news analysis by William L. Shirer each Sunday at 5:45-6:00 p. m., beginning October 5. The product is Sanka coffee. Exact number of stations is to be determined later. Young & Rubicam, N. Y., is the agency.

Armstrong Cork Co., Lancaster, Pa., will use over 100 stations for a new Saturday dramatic program from noon to 12:30 p. m. EST. It will start October 4. Armstrong's rugs and floor covering will be featured in commercials. Agency: BBDO, N. Y.

Colgate-Palmolive-Peet Co., Jersey City, is sponsoring Guy Lombardo and his orchestra on 70 stations for Colgate dental cream. The program, from 8:00 to 8:30 Saturday evenings, has rhymed commercials to the tune of popular songs. Agency is Ted Bates, N. Y.

AUGUST 15, 1941



# Coverage

*'A good newspaper does a thorough job of covering the news for its readers—of covering its readers for advertisers. The Journal is a good newspaper.'*

<b>JOURNAL</b>	<b>TOTAL NET PAID DAILY CIRCULATION</b>	<b>146,189</b>
<b>JOURNAL</b>	<b>city and suburban daily circulation</b>	<b>107,567</b>
<b>JOURNAL</b>	<b>total city daily circulation</b>	<b>76,665</b>

<b>OREGONIAN</b>	<b>total net paid daily circulation</b>	<b>142,673</b>
<b>OREGONIAN</b>	<b>city &amp; suburban daily circulation</b>	<b>85,854</b>
<b>OREGONIAN</b>	<b>total city daily circulation</b>	<b>58,605</b>

*Figures from ABC Publisher's Statements, March 31, 1941*

# THE JOURNAL

**Portland's Afternoon Newspaper**  
**PORTLAND, OREGON**

REYNOLDS-FITZGERAND, Inc., National Representatives:  
New York, Chicago, Philadelphia, Detroit, San Francisco, Los Angeles, Seattle

# The Sales Promotion Department: A Check List of Its Functions

"Sales Promotion" is a loosely used term. Here it is defined, and the reader is offered a list of activities which it might embrace in a typical large, small, and medium-sized company.

BY LAWRENCE VALENSTEIN

*President, The Grey Advertising Agency, Inc.,  
New York*

(This article lays the groundwork for a series of articles on sales promotion. Subsequent articles will deal specifically with some of the more important activities which come under the direction of the sales promotion manager. Because of the necessity for handling so much timely material on problems surrounding the development of the defense program, we are unable to give an exact publication schedule for future articles.—THE EDITORS.)

THERE are at least two terms commonly used in advertising parlance that defy definition. One is "merchandising." The second is "sales promotion."

Just as in retailing, "promotion" embraces everything from fixing price lines to window displays, so among manufacturers "sales promotion" is all things to all men. It rolls glibly off the advertising tongue. But it has no precise meaning.

What *is* sales promotion? Why is it so difficult to define?

To General Foods, General Motors and General Electric, sales promotion embraces as many as 100 and more specific functions. To several thousand small advertisers, sales promotion consists of nothing more than an occasional window display piece, several mats and some sporadic direct mail to the trade. To thousands of advertisers between those two extremes, sales promotion includes infinite combinations of these functions.

But a definition is not important. Whether sales promotion should include a study of sales units and account analysis hardly seem to be the vital issue. Much more to the point is the question: Is sales promotion adequately backing up the advertising and sales dollar?

Most advertisers have asked themselves that question. I say that most advertisers have asked themselves that question for the very substantial rea-

son that—whether or not they recognize the fact—the majority of advertisers spend the major part of their so-called advertising dollar on sales promotion!

That may be a startling statement. It happens to be a plain statement of fact. There are only a few hundred advertisers who spend the major part of their advertising appropriations in consumer media. Certainly 75% of the advertising budgets, when closely examined, show that less than 50% of the total budget is actually being spent for what agencies call "commissionable business." It is sometimes something of a shock to find an advertising appropriation totaling \$150,000 or \$200,000 which includes only \$50,000 or \$75,000 for publication space or radio time. But it is definitely not rare.

## Really "Sales Promotion-ers"

Omitting a few hundred of our largest national advertisers, the majority of our so-called advertisers really aren't advertisers at all. They are "sales promotion-ers." The lion's share of their "advertising" budgets is used for sales promotion.

It is unfortunate that this is not more widely realized. It is "unfortunate" because general unawareness of this situation has resulted in giving sales promotion insufficient time and thinking. And that, in turn, has resulted in failure to develop sales promotion as a program, failure to develop the full potentials of every sales promotion unit that is used, failure to combine advertising and sales promotion to best advantage.

Most retailers complain about the faulty planning of dealer help material made available to them by manufacturers. Most wholesalers complain about the improperly planned promo-

tional support offered to them by manufacturers. Wholesale salesmen tell stories of contests gone wrong, of quota systems that were nonsensically conceived. The manufacturer's own salesmen complain that too often there is no real tie up between the national advertising and their own selling efforts.

Advertising usually is planned. Sales promotion usually is not planned.

Advertising is usually developed as a campaign. Sales promotion seldom is developed as a campaign.

Advertising is seldom developed with its sales promotional potentials in mind. Sales promotion is seldom developed as part and parcel of the advertising.

## Most Programs Incomplete

And, finally, sales promotion is usually limited to a few units. There are thousands of manufacturers who make interior display material available to retailers. But there probably are no more than a few score manufacturers who have attempted to run an interior display contest. Thousands of manufacturers offer retailers mats—only hundreds offer retailers radio scripts. Thousands of manufacturers distribute window display pieces—only a handful give retailers window display sketches showing dealers how to build windows around these display pieces. Thousands of manufacturers at least occasionally issue a bulletin of some sort for retail salespeople—only a few have successfully organized a club for retail salespeople.

There are perhaps 150 functions that could conceivably come under the heading of "sales promotion." Yet, if we again omit the few hundred large advertisers, probably 85% of our remaining advertisers concentrate as much as 90% of their sales promotion budget and thinking on:

- 1—catalogs
- 2—price lists
- 3—window displays
- 4—interior displays
- 5—mats
- 6—broad-sides and miscellaneous direct mail to the distributing trade.

Those six units do not embrace true sales promotion—not even for small advertisers. Moreover, in too many in-



# A Complete List of Sales Promotion Functions

In the left hand column of the chart below are listed "just about all of the functions that any sensible stretch of the imagination could include under sales promotion. No one advertiser would or could employ *all* of these sales promotional functions." In the column headed "A" are checked the functions included in a typical program for a manufacturer spending over \$150,000 on sales promotion. In Column B are checked the functions included in a typical program for a manufacturer spending between \$75,000 and \$150,000. In Column C, functions included in the program of a manufacturer spending between \$25,000 and \$75,000.

FUNCTION	A	B	C	FUNCTION	A	B	C
<b>PRODUCT</b>				<b>JOBBER'S SALESMEN—Continued</b>			
Packages, labels, tags and display cartons.....	X	X	X	Plan and handle sales training courses for salesmen.....	X	X	X
Package inserts.....	X	X	X	Organize and supervise contests.....	X	X	X
Instruction sheets and manuals to insure proper use of product.....	X	X	X	Preparation of quotas for jobbers' salesmen.....	X	X	X
Experimenting and analysis for new uses and/or outlets for present products and to determine new product needs.....	X	X	X	Planning joint activities of manufacturers' salesmen and/or demonstrators with jobbers' salesmen.....	X	X	X
<b>SALESMEN</b>				Preparation of inserts for portfolios, brochures, catalogs etc.....	X	X	X
Portfolios (including advertising).....	X	X	X	Development of visual sales presentation.....	X	X	X
Bulletins for salesmen.....	X	X	X	Developing and "following-up" of new "leads" for jobber salesmen.....	X	X	X
Visual sales presentations—sales manuals.....	X	X	X	Checking advertising appeals with salesmen.....	X	X	X
Salesmen's sample case (where not done by sales department).....	X	X	X	Educate and advise salesmen regarding cooperative advertising display work with retailers.....	X	X	X
Development and handling of sales training courses.....	X	X	X	Prepare and furnish sales information for retail salespeople to jobbers salesmen.....	X	X	X
Informing salesmen—through meetings or bulletins—of new equipment, new products, new product uses, etc.	X	X	X	Prepare and show motion pictures or slide films to jobber salesmen.....	X	X	X
Supervision of design and purchase of salesmen's automobiles where they are used for advertising purposes	X	X	X	Distribution of dealer helps, etc., through the jobbers' salesmen.....	X	X	X
Developing "leads" for salesmen.....	X	X	X	Analysis of orders of jobbers' salesmen.....	X	X	X
Contest for salesmen.....	X	X	X	<b>RETAILER—GENERAL</b>			
Checking advertising appeals with salesmen.....	X	X	X	Prepare and distribute merchandising manual for retailer	X	X	X
Getting advertising and promotion information from sales force.....	X	X	X	Plan and supervise motion pictures (for dealer effect).....	X	X	X
Planning distribution and checking of jobber and/or dealer material through salesmen.....	X	X	X	Dealer identification signs.....	X	X	X
Through direct mail—keep customers "warm" between salesmen's calls.....	X	X	X	House organs, bulletins and circulars, etc., to retailers.....	X	X	X
Letters to prospects before and after calls by salesmen.....	X	X	X	Contact work on matters other than sales.....	X	X	X
Analysis of salesmen's reports.....	X	X	X	Handling of dealer adjustments.....	X	X	X
Salesmen's quota systems.....	X	X	X	Working with dealer on customer control system, also accounting system.....	X	X	X
General activities connected with merchandising the advertising through the sales force.....	X	X	X	Follow through with dealers on "leads" developing from customer inquiries.....	X	X	X
<b>JOBBER'S</b>				Dealer contests.....	X	X	X
Preparation of direct mail done by jobbers.....	X	X	X	Premiums for dealers.....	X	X	X
Preparation and/or checking of lists.....	X	X	X	Advising and helping dealer sell outside the store.....	X	X	X
Preparation of folders and pamphlets to accompany monthly statement.....	X	X	X	Deals.....	X	X	X
Preparation of complete mail campaigns.....	X	X	X	Organization and supervising retail, promotion programs, including seasonal promotions and storewide promotions.....	X	X	X
Preparation of new customer letters.....	X	X	X	Plan and organize cooperative advertising.....	X	X	X
Preparation of lost customer letters.....	X	X	X	Retail clinics.....	X	X	X
Plan and supervise motion pictures—and arrangements for distribution (for distributor effect).....	X	X	X	Trade shows.....	X	X	X
Planning and preparation of house organs, bulletins, circulars, etc.....	X	X	X	<b>RETAIL WINDOWS</b>			
Working with jobbers on customer control system.....	X	X	X	Preparation and routing of traveling window displays.....	X	X	X
Individual correspondence with jobbers.....	X	X	X	Organizing contests for window displays.....	X	X	X
Liaison work for distributors and their dealers.....	X	X	X	Preparation and distribution of window displays.....	X	X	X
Follow-through with jobbers on inquiries developing from promotional effort.....	X	X	X	Suggestions for windows.....	X	X	X
Details of missionary selling program.....	X	X	X	Window display contests.....	X	X	X
Analysis of jobbers' orders, territories, etc.....	X	X	X	<b>RETAIL COUNTERS</b>			
Displays in jobbers' showrooms.....	X	X	X	Preparation and distribution of counter displays.....	X	X	X
Cooperation in inventory control.....	X	X	X	Preparation of folders and pamphlets for counter distribution.....	X	X	X
Inserts in jobber catalogs.....	X	X	X	Preparation and distribution of typical counter-set-ups—and bulletins suggesting merchandise arrangements	X	X	X
Cooperation with jobber in his general advertising and promotional activities.....	X	X	X	Preparation of counter catalogs.....	X	X	X
Distribution of dealer helps, etc. through the jobber.....	X	X	X	Preparation of counter cabinets.....	X	X	X
Deals.....	X	X	X	Preparation and distribution of counter demonstration devices.....	X	X	X
Trade shows.....	X	X	X	<b>RETAIL LOCAL ADVERTISING</b>			
<b>PROSPECTIVE JOBBERS</b>				Helping dealer with proper distribution of his advertising budget.....	X	X	X
Plan, prepare promotional and advertising story for prospective jobbers.....	X	X	X	Analysis and suggestions regarding dealer media.....	X	X	X
Preparation and distribution of circulars, pamphlets and selling letters to be sent to prospective jobber.....	X	X	X	Preparation of suggested layouts, mats and advertising programs.....	X	X	X
Correspondence to reduce resistance to salesmen.....	X	X	X	Radio scripts.....	X	X	X
<b>JOBBER'S SALESMEN</b>				Organize regular mat service for retailers.....	X	X	X
Plan and organize meetings for salesmen.....	X	X	X	<b>RETAIL INTERIOR</b>			
Prepare and issue house organs, bulletins, circulars, tested selling sentences, etc.—distribute to salesmen	X	X	X	Preparation and distribution of permanent displays and seasonal displays.....	X	X	X

(Continued on Page 50)



## A Complete List of Sales Promotion Functions

In the left hand column of the chart below are listed "just about all of the functions that any sensible stretch of the imagination could include under sales promotion. No one advertiser would or could employ *all* of these sales promotional functions." In the column headed "A" are checked the functions included in a typical program for a manufacturer spending over \$150,000 on sales promotion. In Column B are checked the functions included in a typical program for a manufacturer spending between \$75,000 and \$150,000. In Column C, functions included in the program of a manufacturer spending between \$25,000 and \$75,000.

(Continued from page 49)

FUNCTION	A	B	C	FUNCTION	A	B	C
<b>RETAIL INTERIOR (Cont'd)</b>				<b>RESEARCH AND ANALYSIS (Cont'd)</b>			
Preparation and supervision of product exhibits in stores.....	X	X	..	Market research (borderline with advertising).....	X	..	..
Planning and holding store demonstrations .....	X	X	..	Analysis and study of competitive promotional and advertising efforts .....	X	X	..
Organize interior display contests.....	X	X	X	Sales research to determine trends, seek causes and interpret conditions.....	X	X	..
<b>RETAIL DIRECT MAIL</b>				<b>COOPERATION WITH OTHER DEPARTMENTS</b>			
Preparation of direct mail pieces—and program of mail campaigns for dealers.....	X	X	X	Cooperation with sales department			
Preparation of "new" customer letters.....	X	X	X	a. In following through dealer inquiries.....	X	X	X
Preparation of "lost" customer letters.....	X	X	X	b. Sales correspondence.....	X	X	X
Preparation of statement inserts.....	X	X	X	c. Preparing for sales conventions.....	X	X	X
<b>RETAIL SALESPERSON</b>				d. Development of sales facilitating services, such as time payment plans.....	X	..	X
Preparation and issuance of house organs, bulletins, circulars, etc., directed to salespeople (including total selling sentences).....	X	X	X	e. Assist in layout of salesmen's routes.....	X	..	X
Preparation and supervision of contests for retail salespeople.....	X	X	X	Cooperation with engineering and/or production departments			
General educational work—instruction manuals, correspondence courses.....	X	X	X	a. In developments that will affect promotion duties.....	X	X	X
Organize and supervise sales training meetings.....	..	X	X	b. In discussing product improvement as suggested by dealers.....	X	X	X
Organize clubs for salespeople.....	X	..	X	Cooperation with advertising department and/or agency			
Prepare and distribute motion pictures dealing with sales training.....	X	..	..	a. In following through original advertising program on promotional lines.....	X	X	X
Instruct and train demonstrators to train retail salespeople (whether demonstrator is permanent or travels).....	X	..	..	b. In keeping advertising department or agency informed as to product and market program.....	X	X	X
<b>PROSPECTIVE RETAILERS</b>				c. Working out advertising inquiries.....	X	X	X
Preparation and distribution of selling circulars and pamphlets to the trade.....	X	X	X	Coordinate sales and advertising activities.....	X	X	X
Plan and supervise motion pictures to prospective dealers.....	X	..	..	Cooperation with other departments on public relations work.....	X	..	..
Preparation (and occasional presentation) of promotional and advertising story of the product.....	X	X	X	Exchange experience with far-flung parts of a large organization.....	X	..	..
Correspondence to reduce resistance to firm salesmen or jobbers' salesmen.....	X	X	X	<b>MISCELLANEOUS</b>			
<b>GENERAL TRADE ACTIVITY</b>				Preparation of advertising and promotional material directed at company's personnel (borderline).....	X	..	..
Preparation and supervision of product exhibits at trade meetings.....	X	X	X	Preparation and maintenance of files, scrap-books, etc., of promotional material (possibly advertising also).....	X	X	X
Preparation of displays and material for trade shows.....	X	X	X	Sales promotion budgeting work (in addition to that done by accounting department).....	X	X	X
Handling of trade show space where sales department does not perform this function.....	X	X	X	Purchase of office supplies and fixtures for sales promotion department (except where purchasing department does this).....	X	..	..
Contact with trade association where members sell company's products.....	X	X	..	Maintenance of mailing lists.....	X	X	..
General trade publicity.....	X	X	X	Experimental sales work (actual selling to test effects of promotion plans).....	X	X	X
<b>RESEARCH AND ANALYSIS</b>				Corresponding with home demonstration agents and home economics teachers.....	X	X	..
Special analysis work of customer problems too complicated for individual salesmen to handle.....	X	X	..	Coordination of program and itineraries of traveling representative—to prevent overlapping and backtracking.....	X	X	X
Sales analysis to determine where best to carry out promotion effort.....	X	X	X	Planning and supervision of exhibition of product in branch houses.....	X	..	..
Analysis of accounts, new and lost, to determine promotion effort.....	X	X	..	Preparation of mail campaign to cover open territory—to stimulate mail orders.....	..	X	..
Maintenance of unit sales records for analysis of individual product needs.....	X	X	..	Catalogs.....	X	X	..
Study and analysis of competitive products from the standpoint of product improvement.....	X	X	..	Price lists.....	X	X	..

stances even these few promotional units are executed with a complete divorcement from the consumer advertising campaign. Sales promotion and advertising, for thousands of our smaller advertisers, should be planned and developed as a single unified cohesive program. They seldom are.

At about this point, a manufacturing executive reading these critical ob-

servations is certainly entitled to ask: What *should* my sales promotion program embrace?

To answer that question, I have prepared the tabulation which accompanies this article.

The "Function" column represents as complete a listing of sales promotion functions as I have been able to compile. I would be the last to insist

that it is correct down to the final item. Because sales promotion is a term of such vague definition, it is only natural that no two advertising men would be in full agreement with respect to a list of sales promotion functions. I have therefore deliberately erred on the side of including questionable functions. Anyone who studies the list may find functions which, in his opinion, are

# WHAT NEXT?



Soothsayers we are not, but it takes no crystal gazer to see that sources of supply may soon be restricted; price structures appear to be in for drastic revision; the demand for products may leap ahead of production possibilities . . . even familiar packages may have to appear in new dress.

These are possibilities, even probabilities, which may soon have their effect on your sales and promotion program. Can you figure all the angles—particularly that vital one of maintaining your profit position? Have you felt out your market to find out what steps you can best take to meet these changes?

Make an effort now to get the jump on competition. Begin to apply marketing research to help point out the safest course for the future. Get in touch with the Ross Federal office nearest you.

## ROSS FEDERAL RESEARCH

**CORPORATION • 18 EAST 48th STREET • NEW YORK**

Boston New Haven Albany Buffalo Philadelphia Pittsburgh Cleveland  
Cincinnati Washington Charlotte Memphis Atlanta New Orleans Detroit  
Chicago Milwaukee Minneapolis Des Moines Kansas City Indianapolis  
Omaha St. Louis Dallas Oklahoma City Los Angeles San Francisco  
Portland Seattle Salt Lake City Denver



not strictly sales promotion functions. But in any event, here are just about all of the functions that any sensible stretch of the imagination could include under sales promotion.

The first step, in answering that question, "What should my sales promotion program embrace?" is to study the list. No advertiser would or could employ all of these sales promotional functions. But almost any advertiser could use the tabulation as a check list from which to select the functions which his requirements indicate to be necessary and which his financial and manpower scope make it feasible for him to use.

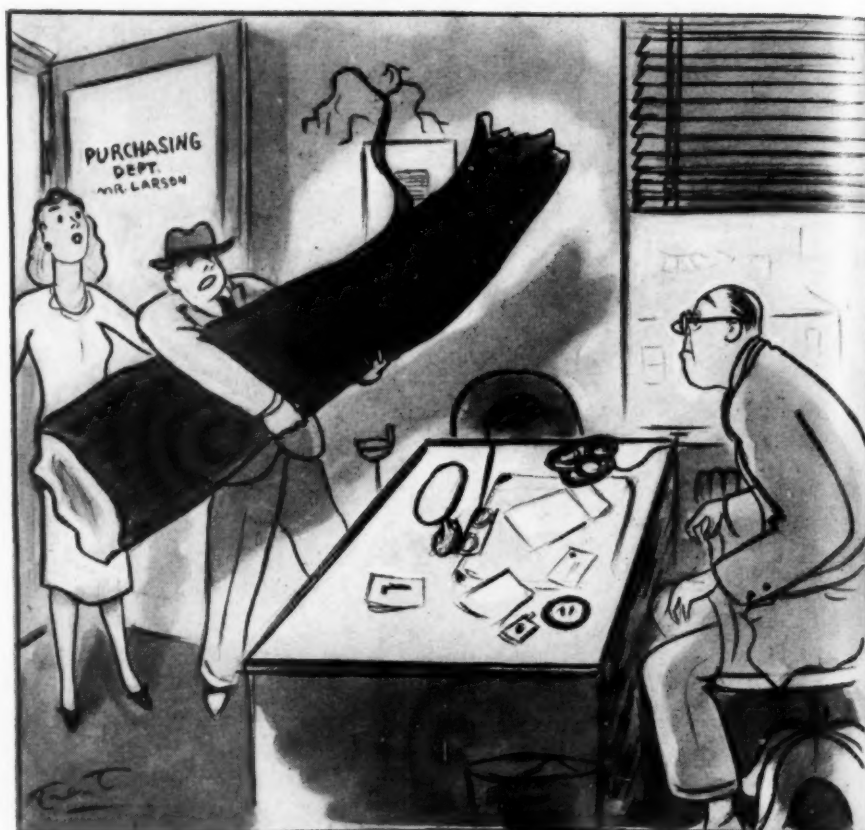
The column headed "A" represents an effort to become somewhat more specific. Here are checked functions to be included in a complete, year-round sales promotion program for a large advertiser. There are probably no more than 250 advertisers who could use a sales promotion program so elaborate as this. There may not be more than 100 advertisers who have actually developed sales promotion to this degree. It is hardly necessary to add that Column A is not intended to function as a "specific." A sales promotion program for Texaco would hardly be a program that could be employed, unit for unit, by Campbell Soup.

### For a "Middle-Size" Budget

In Column B are checked functions included in a typical sales promotion program for a manufacturer with a sales promotion budget running between \$75,000 and \$150,000. In developing it, recognition was given to the fact that it is not necessarily the number of units that determines the cost of a sales promotion program. For example, a motion picture film can be prepared for store showings at a cost of \$2,000 or a film can be prepared to cost \$40,000. It would easily be possible for two advertisers to have quite similar sales promotion programs from the standpoint of number of functions or units involved; yet one might be spending \$75,000 and the other \$150,000.

Here, again, Column B is not intended to serve as a specific program for any advertiser. It is simply a check-list; a convenient method of comparing a program that may now be in effect, and an equally convenient starting point for developing a new program. It would probably be applicable only to some 600 or 700 advertisers.

Column C pictures a logical sales promotion program for an advertiser spending between \$25,000 and \$75,000



"Here's that lumber sample you wanted, Mr. Larson!"



on sales promotion. The same provisos noted with respect to Columns A and B apply here as well. It represents sales promotion functions which, with logical additions and deletions, could be practically used by perhaps 1,200 to 1,800 advertisers.

Of course, with Columns A, B and C we have by no means covered all users of sales promotion. There are considerably more manufacturers spending less than \$25,000 annually for sales promotion than there are advertisers spending in excess of that sum.

Therefore, the advertiser with a sales promotion budget of less than \$25,000 still has not had answered for him the question: "What should my sales promotion program embrace?"

Naturally, the more advertisers involved, the more varied becomes their sales promotion needs. If it was necessary—and obviously it was—to insert provisos with regard to typical sales promotion programs for advertisers in the large appropriation brackets, it becomes doubly necessary to do so when formulating a typical sales promotion program for advertisers whose promotional budgets may involve only \$10,000 or \$15,000 annually.

There are thousands of these small advertisers. They are located in hun-

dreds of different industries. Actually, it is scarcely possible to formulate anything resembling a "typical" sales promotion program for such a huge variety of operations.

Nevertheless, it may be that some sort of guide or check list will be provided to some of these smaller advertisers by the following resume of a sales promotion program very recently developed for a manufacturer whose annual sales promotion budget—the first one he has had, incidentally—is \$15,000.

The advertising run by this manufacturer is appearing exclusively in a small group of class magazines. The line is a highly seasonal one, with three major seasons. Each season, a full-page advertisement appears in the class magazines and tied up with each advertisement is a seasonal promotional program. The company's promotional activities for the current season are divided into two groups: (1) For a small group of its larger retailers; (2) for its remaining retailers.

The program for larger retailers centers around a packet containing a variety of promotional units and promotional information for these retailers. Included in the packet are:

Large and regular size replicas of the national advertisement—unmounted.



Large and regular size replicas of the national advertisement—mounted.

A mailing piece for store use. The store orders the required number of this mailing piece, gives imprinting instructions, pays part of the cost.

A bulletin for retail salespeople. The store orders as many of these as it requires to provide one for each salesperson.

A bulletin of window and interior sketches, giving the store practical ideas centering around the company's display material.

A counter sign.

A floor display piece.

A bulletin combining radio scripts for use by the retailer, a retail promotional program, publicity releases.

A mat sheet.

The smaller packet for run-of-the-mill retailers contains only:

One large and one regular size mounted replica of the national advertisement.

Mailing piece for store use.

Counter sign.

Bulletin for retail salespeople.

Mat sheet.

### Supplementary "Hypos"

In addition, the company issues a house magazine for its retailers. It has also planned a series of direct-mail follow-ups to the trade. These include letters to customers covering a variety of specific occasions; and a series of letters to prospective retailers. A portfolio has been prepared for the company's salesmen, so arranged that it can be used in calls on all retailers. A contest is being run among the company's salesmen covering two phases of their operation: (A) Increases from customers in orders booked for this season as compared with the same season a year ago; (B) new customers.

It is also planned to start a contest, about the middle of the retail season, for salespeople; this contest will offer prizes to salespeople doing the best job of selling two or more of the item to each customer. Finally, the company is arranging to provide its salesmen with portfolios that will hold photo-stats of advertisements run by retailers and prints of photographs of windows installed by prominent retailers. A few miscellaneous units have also been revised, such as tags. Moreover, the national advertisement has been reproduced in poster stamp size and will be attached to all outgoing mail.

This entire program will cost approximately \$5,500 for the current season. That includes cost of materials, service fees, factory handling costs.

That does not represent a particu-

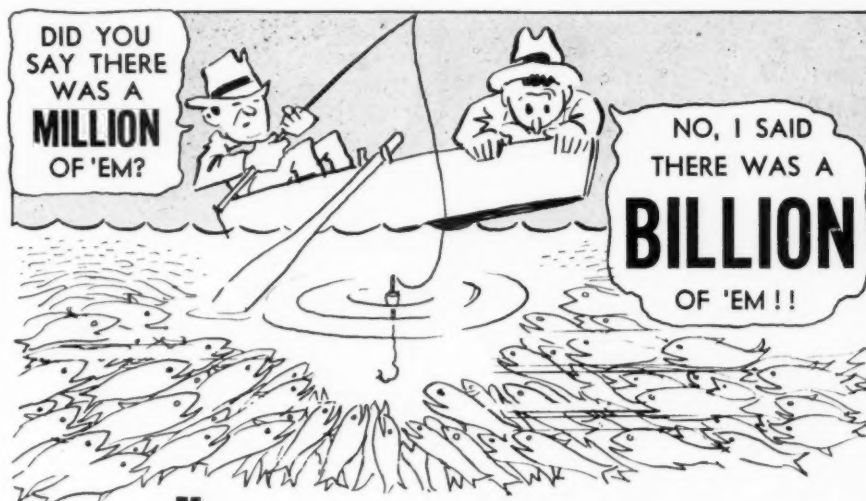
larly large sales promotion program. Moreover, the sums of \$5,500 for the season and \$15,000 for the year are not large sums. Yet both the program itself, small as it is, and the sums themselves, small as they are, both are more comprehensive than the sales promotion activities of many of our advertisers. This program, however, represents a reachable goal for advertisers whose total advertising-promotion budgets are limited, but who realize that advertising and promotion must be planned as a unit, and carried through with intelligence, zeal and thoroughness.

### Trommer and Liebmann Tell Sales Standings

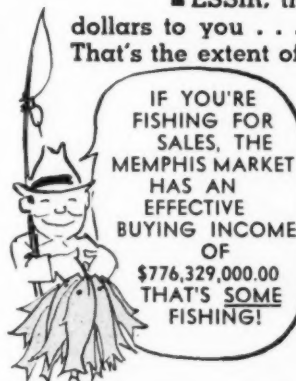
Two New York brewers—John F. Trommer, Inc., and Liebmann Breweries, Inc.—report that sales figures credited to them in a story on the brewing industry in SM July 15 were not accurate.

J. B. Milgram, advertising and merchandising manager of Trommer, says that "in 1939 we sold 573,985 barrels of beer and in 1940, 555,654, a loss of only 18,331 barrels."

Philip Liebmann, advertising manager of the Liebmann company, submits figures showing that this firm increased its business from 632,558 barrels in 1939 to 681,144 in 1940, a gain of 48,586 barrels.



**Y**ESSIR, there are more than one billion "fish" . . . dollars to you . . . floating about in the Memphis market. That's the extent of the wholesale trade volume in Memphis and the Mid-South. And that's happy sales hunting grounds in any man's league.



That, coupled with the fact that more than \$80,000,000 are being spent on defense projects in and around Memphis assures you of one of the richest markets in the entire country . . . waiting for your message over WMC, the pioneer radio station of the Mid South. How about baiting your line, now?

5,000 WATTS DAY  
1,000 WATTS NIGHT

# WMC

NBC RED  
NETWORK

MEMPHIS, TENN.

## THE Billion Dollar MARKET

★  
Represented Nationally by THE BRANHAM CO.

★  
Owned and Operated by

## THE COMMERCIAL APPEAL

★  
MEMBER OF SOUTH CENTRAL QUALITY NETWORK

WMC—MEMPHIS WJDX—JACKSON, MISS.  
KARK—LITTLE ROCK

KWKH-KTBS—SHREVEPORT  
WSMB—NEW ORLEANS

"Isn't it about six months since that new group bought the Evening Public Ledger?"

"Yes, it was in January."

"I wonder how they are doing."

"I just got the figures; let's look at them."



**"WHEW!** They show six months gains in Total Advertising, Total Display, Total Retail, Total General, Total Financial, Total Department Stores!"

"You can't brush those off!"

"I'll say you can't! Let's look at the details. *Thirteen* sub-classifications of Retail were up and *Ten* of General!"

"Look at this! Nineteen representative retail accounts gave the Evening Public Ledger 198,624 more lines for the first half of 1941 than for the same period of 1940!"

"Any big ones?"

"I'll say! Here are a few—John Wanamaker, Gimbel's, Philadelphia Electric, Blum, J. E. Caldwell, Regal Shoes, Horn & Hardart Shops, Judson C. Burns—he's General Electric there, and—

**"HEY, LOOK!** For 9½ consecutive years the Evening Public Ledger has carried more Department Store Linage than any other daily or Sunday newspaper in Philadelphia."

"Department store people usually know their newspapers! On their advertising for toilet goods and drugs in Philadelphia, Department Stores placed 52,063 lines in the Evening Public Ledger in the first half of 1941—almost twice as much as in the second paper and nearly as much as the other three papers combined."

"And their alcoholic beverage lineage is up more than 15 percent."

"Say, that's what I call registering on the sunny side of the Ledger!"

It's time NOW to Re-study Philadelphia.

## EVENING PUBLIC LEDGER

ROBERT CRESSWELL, *Publisher*

## PHILADELPHIA

*National Representatives*

PAUL BLOCK AND ASSOCIATES



The Panama Canal was officially opened 27 years ago today, although traffic did not begin until July 12, 1920, it says here. Don't ask me why.

\* \* \*

A few years ago, I had the experience of traversing by train the 50 miles of Isthmus that parallel the Canal. I shall never forget looking out of the train window to see a Japanese ocean-going steamer in what appeared to be the old pond back of Grandfather's barn.

Not the least fascinating sights in the Canal Zone are the shops and bazaars, where a woman can "go to town" romping among foreign perfumes and linens, while her husband bends the budget to the breaking-point. Here are the crossroads of the world, where East meets West . . . colorful, romantic, and rich in drama, past and present. Give the Canal Zone a look some time.

\* \* \*

August 15 is likewise the date that marks the official opening of the ragweed season. A current slang expression to the contrary notwithstanding, that *is* hay.

\* \* \*

"Footwork Makes the Athlete," said a Keds headline. Ah, yes; athlete's footwork.

\* \* \*

Deems Taylor once referred to an English master of a certain reed instrument as an "Anglo-Saxophonist." I wish I had said that.

\* \* \*

In addressing the masses, remember that clarity begins at home.

\* \* \*

Nice headline by Bon Ami: "Is your windshield asking for an accident?"

\* \* \*

Yes, Nancy, this is a sales magazine; but I am going to take a minute or two to say something that affects sales—and *everything else!* A two-ocean navy sounds impressive, but I, a mere layman, insist that the only way to preserve our way of life is by building the biggest and best flock of long-range bombers this or any nation ever had. The sooner we get this into our national consciousness . . . and into our program . . . the sooner we and the world can return to peace.

Britannia rules the waves, but Hitler rules the air over the waves. The late Billy Mitchell was eternally right, in my opinion, in his contention that air-power, not sea-power, will determine the course of history and the fate of nations.

\* \* \*

At the old Union League in Philadelphia, Listerine and a stack of rigid paper cups are standard equipment. I thought Lambert Pharmacal and Dixie-Vortex would like to know.

\* \* \*

The inventor of the vacuum cleaner probably got the idea from the hound that goes sniffing along the ground.

\* \* \*

In his address to the Reserve Ensigns' Graduating Class at Annapolis, Maryland's Governor O'Connor said some things that will bear repeating, even in a sales magazine. And if it should happen that we are in a shooting war before they get into print here, they will still make sense in retrospect. I quote:

"What are some of the realities? One is that America is only one step away from war. Anyone who tells you otherwise is dodging the truth. Anyone who tries to minimize, to evade, or to escape this grim fact, even though well-intentioned, does not square with things as they are."

"Yes, America is only one step from war . . . the most destructive, all-encompassing war that this planet has ever known. All the instruments of man's genius are being engined for the purpose of spreading death and extinction."

"There is no one who is safe. There is nowhere to be safe . . . if we allow the enemy to come to us. And it is certain as the rising of tomorrow's sun that come he will, unless he is crushed and smitten before he makes his lunge."

"Why is America so close to war? There are physical causes and there are moral causes. Let us consider the latter first. By our very nature, by the consecrated blood of our forefathers, by our creeds and covenants, we are the moral enemy of all tyranny. We are the moral opponents of any nation or any government which sets itself up as master of mankind."

"For it is our national faith that

SALES MANAGEMENT

men shall be free, and not be slaves; that they shall be equal before one another as they are equal in the sight of God, and not be subservient to false godheads of military might or political overbearance.

"We are the spiritual antagonists of racial hatreds and religious intolerance; of promise-breakers, of all who would trample and annihilate the dignity of man the wide world over."

\* \* \*

In an advertising journal not so long ago, I had a piece on the subject of "Craftsmanship in Eclipse," and have just had another confirming experience or two with the hell-and-b-damned American workman. Instead of removing the screws to take down an outside aerial of the fishing-rod type, the painter apparently just pulled it out by the roots, breaking a cement joint and ruining the aerial completely. Said it broke off when he touched it.

The carpenter built a cedar closet in the cellar and made the botch I have come to expect from modern workmen . . . doors bellied and ill-fitting, hinges cockeyed, and nails clinched on the outside where they can be seen. Sometimes I think I should return to my woodworking trade, just for the good of my precision-loving soul.

\* \* \*

Humor is a ticklish thing in advertising, but I think the new Calvert whisky campaign is handling the light touch in masterful manner.

\* \* \*

If there is one type of advertising that burns me up more than another, it is the story-type with numerous pictures and numbered cut-captions . . . fiction of the most incredible type. Example: Mary has brawled with Billy and is leaving him, by airplane no less. The stewardess sees Mary crying, gets the story, advises her to take the next plane back and serve Whiffies for dessert. Mary takes the advice, takes a return-plane, whips up a dish of Whiffies, and she and Billy live happily ever after. No wonder the Consumer Movement moves with such celerity.

\* \* \*

"Treat me rough, but spare my stomach," says a pooch in a Pard ad. Dog-lovers won't like that "treat-me-rough" note.

\* \* \*

It was a windfall for the gas industry when "Now you're cooking with gas" became slang for "Now you're in the groove."

\* \* \*

It was agency-man Joe Davis who once told a client with a dignity complex that "the most dignified thing in the world is a corpse."

T. HARRY THOMPSON

AUGUST 15, 1941

# Mr. Advertiser, Keep Your Eyes on...



## GREATER MIAMI "A National Market"

250,537 CUSTOMERS . . . THE SUMMER . . . POPULATION  
OF THE METROPOLITAN MIAMI DISTRICT . . . AN  
INCREASE OF 89.5% IN TEN YEARS! . . . IT IS  
AMERICA'S FASTEST GROWING MARKET!

You can reach one of the Nation's richest markets  
through The Herald's net paid circulation of:

DAILY, 100,225; SUNDAY, 106,956

## The Miami Herald

STORY, BROOKS & FINLEY  
National Representatives



# Five Reasons Why Sales of Moxie Are Hitting an All-Time High

Here's another case where price maintenance under Fair Trade has helped to unscramble a tangled marketing situation. Newspapers, posters, and spot radio are blended in the current advertising.

Based on an interview with

**FRANK M. ARCHER**

*President,  
The Moxie Co., Boston*

Founded in 1884, the Moxie Co., during the lifetime of its founder, Frank M. Archer, Sr., sold more than \$140,000,000 worth of the beverage in New England. Four years ago, upon the death of Mr. Archer, Sr., his 37-year-old son, Frank M. Archer, assumed active management.

He applied all the methods of modern research, made substantial changes, and is now giving the company the best years in its history.

**D**URING 1940 sales for Moxie, product of the Moxie Co., New England soft drink manufacturers, were the highest in the company's history. And this volume increase was achieved in a year when the season was abnormally damp and cold. To July 1 of this year, case sales were 40% ahead of the same period for last year. Some territories have for the first time been placed on a profitable basis, and trade and consumer relations have been substantially improved.

Five basic changes in general management policy, plus an aggressive advertising program, explain the rising sales curve.

The five-point program included:

1. Adoption of fair trade and vigorous policing to see that prices were maintained.
2. Sponsorship of trade and consumer research to check on packages.
3. Sponsorship of consumer research to check on use habits, flavor appeal, etc.
4. Overhauling of production to gain greater efficiency in the factory.
5. Adoption of a franchise policy through which bottlers outside the primary market area were licensed to bottle and sell Moxie.

Fair trade came first. Moxie had suffered, not only from a marked reduction in advertising, but from the retail price situation. It was the sub-

ject of vigorous price cutting. Many grocers handled it only as a nuisance item, refused to display or ice it, which meant it was sold only to those who asked for it and who refused to be switched to other brands.

Because fair trade seemed the only solution, the company worked actively for such legislation and was the first soft drink manufacturer to sign under the enacted law, setting its price at 15 cents for the large, family-size bottle. So well has this worked out and so well has it been policed by the company that only three violations reached court. With correction of the price problem, grocers and druggists resumed displaying and selling.

Realizing at the outset that the trade would at times like to promote special sales events, the company established four holiday periods (1941 dates include May 26-31; June 30-July 5; August 25-30; November 24-29, inclusive) during which the beverage could be sold at a special minimum price of two bottles for 25 cents. About 50% of all grocery retailers and many druggists have taken advantage of this promotional price, which boosts sales about 600%.

While working on the price situation, the management consulted 8,000 retailers and 2,000 consumers to make certain that the price set-up and the product line were right. While 70% of sales were of the large bottle, the company had wondered about a 12-ounce bottle. The study indicated no demand for Moxie in such a size.

The company also marketed a seven-ounce bottle, retailing at five cents. With the introduction of a handy carton, selling six small bottles for 25 cents, hundreds of thousands of this size were sold almost overnight.

Having made certain that its product line was right, the management turned to production costs, which of necessity had to be reduced to meet competition. Made of 18 ingredients, according to

**"WHAT YOU NEED IS MOXIE"**

When you're tired  
When you're hot  
Ice-cold Moxie  
Helps a lot.  
Not too bitter  
Not too sweet.  
A finer drink  
You'll never meet.  
Get refreshed  
The wholesome way,  
YOU need Moxie  
Every day.

FRANK ARCHER SAYS:  
Moxie has a fresh, keen taste that brings you back to life. It's everywhere in the generous individual bottle; 15c in the big bottle; also in the handy Six-Pak. Stick up on Moxie today.

"There was a guy with plenty of Moxie, heart, stomach and intestinal fortitude," said a sports writer of a great baseball star. Current advertising capitalizes on the "oomph" connotation grown up around the name "Moxie" — sometimes directly—with illustrations of eye-filling damsels and heroically be-muscled men; sometimes obliquely, as with this harrassed cop.

a secret process, it actually costs more to produce Moxie than competitive products. Outside production and accounting experts were called in to make a detailed study and to make recommendations. As a result, factory methods were completely modernized.

While Moxie had previously been sold only in New England, the management realized that it had obtained wider recognition and that its distribution should be enlarged. Servicing jobbers with the prepared beverage became impossible, and the company franchised those bottlers in the eastern part of the country who were beyond the distance covered by Boston headquarters.

One of these areas previously covered without much profit was Connecticut, where costs were increased because of the distance involved in servicing the prepared beverage. That state was placed on the franchise basis, and is now one of the most profitable markets. Sales have increased 170% there in spite of the fact that large quantities of Moxie have always been sold in that state.

Most recent territorial expansion has been in Florida where seven key plants are now operating under franchise. The company is at present corresponding with 300 bottlers as a result of which 12 additional states branching to the west will be added in the near future.

### Steps in Picking an Agency

Turning to selection of an advertising agency, the company had its salesmen call on more than 10,000 retailers and every chain organization, inquiring about food products showing the greatest sales increases. As a result, three leading agencies were invited to study the Moxie situation and make recommendations. Agencies were asked to study company advertising over a period of 25 years and to call on the company's salesmen and a representative number of its 650 jobbers and its 40,000 key retailers. For this work, agency representatives traveled with company salesmen.

Consumers were asked: Do you drink Moxie? How often? Why do you (or do you not) prefer Moxie to other beverages? Of those interviewed, 84% liked Moxie; 28% drank it daily; the remainder occasionally. Those who liked it said the bitter-sweet flavor was never sickening.

The account went to Alley & Richards Co., Boston, because its plan appeared to have the best possibilities. The plan was to appeal to those who drank Moxie occasionally to induce them to drink it daily, or at least more often.

# HOLEPROOF

REG U. S. PAT. OFF.

## Tested HOSIERY

### Establishes HOLEPROOF Sales Control

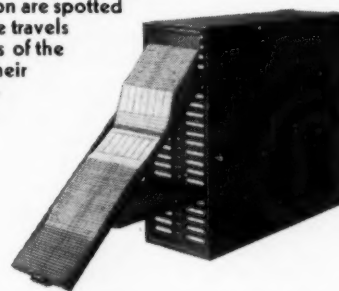


More types of stockings than you can shake a stick at—beautiful sheers to service weights—and men's hose too! Then add a dash of seasonals, specials and promotional items and you've got a genuine sales control problem. Holeproof solved it with KARDEX!

	MEN'S CUMULATIVE				WOMEN'S CUMULATIVE				LADIES CUMULATIVE			
	SALES	PERCENT	PERCENT	PERCENT	SALES	PERCENT	PERCENT	PERCENT	SALES	PERCENT	PERCENT	PERCENT
JAN.	973	373	54	381	217	149	1316	87	74	131	44	10
FEB.	106	478	34	34	100	300	716	97	77	50	150	10
MAR.	110	573	50	357	5	140	1986	104	103	40	110	10
APR.												
MAY												
JUN.												
JUL.												
AUG.												
SEP.												
OCT.												
NOV.												
DEC.												

Individual KARDEX forms are assigned each outlet. A Graph-A-Matic signal travels the exposed visible margin and instantly reveals the percent that sales are above or below the preceding year. Above, glee—below, fast action! To give the salesmen a perfect picture of their customers' activities, the sales record cards are Dextrigraphed quarterly and the photo-reproduced copies sent the men in the field. Accounts can't slip without definite action being taken.

Whatever your sales problem you'll find a Kardex system of sales control will greatly facilitate sales direction. Accounts that need special attention are spotted as quickly as the eye travels the exposed margins of the Kardex forms with their "reveal-all" Graph-A-Matic signals. Send the coupon below—today—to Remington Rand Inc., Buffalo, New York.



Remington Rand Inc.

BUFFALO, NEW YORK

SEND DETAILS ON THE KARDEX SYSTEM OF SALES CONTROL.

NAME.....

COMPANY.....

ADDRESS.....

CITY & STATE..... SM-8-41

Basis for the Alley & Richards program was found in the following sporting news item used in 1929 in the *Pittsburgh Post*, referring to Roger Hornsby: "There was a guy with plenty of Moxie, heart, stomach and intestinal fortitude." It gave agency executives the idea of promoting the theme "He's got Moxie"—Moxie meaning sex appeal, leadership, sand, personality plus, oomph, vim, vigor.

The presentation was made on 24" by 30" cards, featuring 20 different versions of the theme. These were later used as the advertising copy. Ads were headed "That girl's got Moxie," showing the Moxie tennis girl enjoying a drink after the game; "He's got Moxie," built around a lifeguard drinking the beverage; "That kid's got Moxie," depicting a youngster playing marbles; and "When you need Moxie," where a small girl offers a bottle to the corner policeman.

In subordinate position and in contrasting type, each ad carried a statement from the president of the company such as "Believe it or not, it takes 18 different ingredients to get that famous Moxie flavor—five cents everywhere."

Advertisements were run in 110 newspapers in 1,200 and 250-line space with some smaller space; on 750

24-sheet posters on which copy was changed monthly; and over 37 radio stations using one-minute transcribed spots from one to five times daily before or after news broadcasts.

Current newspaper advertising consists of copy adapted for 540 and 1,000-line space, each ad featuring the "He's got Moxie" theme and each carrying a direct package tie-in illustration of the Moxie package and carton. In addition there are approximately 38 advertisements varying in size from 100 to 540 lines.

Dealer helps include full color window displays, full color counter and window cut-outs, bottle riders, gummed posters, carton insert, truck decals, metal signs, coolers, advertising balloons, Moxie marked drinking glasses, bottle openers and stoppers and marked uniforms.

Unique part of the Alley & Richards program is that the card series was considered ideal for selling the campaign to jobbers, and was shown in its original form at more than 40 jobber meetings.

Believing that one of its most desirable markets is represented by the growing child, the company equipped two truck chassis with special refrigerating equipment and wooden horses, called them Horsemobiles, and sent

them all over New England visiting boys' and girls' camps, giving each child a free bottle of Moxie. While the youngsters enjoy the drink, the driver tells them why it is good for them.

## Advertising Campaigns

(Continued from page 21)

calls attention to the tonal quality and beauty of music as reproduced by the Capehart product.

The campaign, in addition to the magazines advertisements, includes a series of mailing pieces for dealers and distributors which also reproduce the paintings in a manner suitable for framing, small framed reproductions for the dealer's own use, and other dealers and distributor aids.

N. W. Ayer, Chicago, is the agency.

## Shulton Gets Set

Shulton, Inc., N. Y., has set its ad program for Fall. Beginning with September 15 issue, some 19 magazines will carry messages on Early American Old Spice, Friendship's Garden and the men's line of Old Spice toiletries.

Full color pages are to appear in *Harper's Bazaar*, *Vogue* and *You*, plus b. & w. in *Cosmopolitan*, *Christian Science Monitor*, *Good Housekeeping*, *Ladies' Home Journal*, *Mademoiselle*, *McCall's*, *New Yorker*, *Redbook*, *Woman's Home Companion*.

Friendship's Garden ads will run in *Christian Science Monitor*, *Good Housekeeping*, *Harper's Bazaar*, *Ladies' Home Journal*, *McCall's*, *Vogue*. The men's line of shaving accessories, etc., will be in *Collier's*, *Esquire*, *Fortune*, *Liberty*, *Life*, *New Yorker*, *Saturday Evening Post*, *Time*.

Agency: Wesley Associates, N. Y.

## Chicken and Biscuits

Fisher Flouring Mills Co., Seattle, and Washington Cooperative Egg & Poultry Association are working together to sell Biskit Mix and Lynden chicken fricassee. The two organizations are not connected in any way, but their products are. This is the first time a joint promotion has been employed. Judging by results, it won't be the last.

The campaign started off with a meeting for both groups of salesmen at the chicken cannery. With a chicken and hot biscuits lunch under their belts, the men tramped into the conference room to be told about the combination drive. It was not difficult to awaken their enthusiasm after that taste-appeal build-up.

Newspapers of key West Coast

SALES MANAGEMENT





cities carry selling messages, plus *Sunset*, regional grocery trade magazines and store displays. Commercial spots on both companies' radio programs are also devoted to chicken and biscuits.

Salesmen of Fishers and "Wash. Co-op" report that it is easy to sell the team—perhaps because it is always easier to talk up the other fellow. They have suggested that a combination on cake—with the co-op pushing the eggs and the mill the flour—might be tried next.

Pacific National Agency, Seattle, handles both accounts.

### Different Glamor Girl

There are more beautiful girls in the U. S., but none has been seen by more readers than Miss Margaret Hamma this Summer. Without benefit of bathing suit, Miss Hamma's picture has appeared in every English-language newspaper of this country and Canada and in 17 magazines. Total circulation: 61,000,000.

The young lady won a new professional world's typing record, 149 words a minute for one hour, recently, using an International Business Machines Electromatic typewriter, and IBM went all out in telling the world about her accomplishment. Incidentally, a few kind words were inserted in the ads for the new Electromatic.

IBM's regular campaign in magazines and business papers (the one that shows a machine and operator and the chaste words, "A business machine" above the company's signature—just that and nothing more) continues. Cecil & Presbrey, N. Y., is the agency.

### Razors Hum

General Shaver Division of Remington Rand, Inc., Bridgeport, reports that sales for the first six months of this year were over 70% higher than for the same period of 1940. Beginning in September the company will launch "the largest consumer program ever attempted by any electric shaver manufacturer."

Space, including color pages and spreads, will be used in *Business Week*, *Collier's*, *Esquire*, *Fortune*, *Liberty*, *Life*, *Look*, *National Geographic*, *Newsweek*, *Saturday Evening Post*, *Time*, *United States News*. Trade paper space, including spreads in color, will run in eight publications.

Co-op newspaper ads will continue, and it is expected that dealers will utilize 1,000,000 lines in local tie-ups with the national campaign. Window and counter displays and mailing pieces round out the promotion. BBDO, N. Y., is the agency.

AUGUST 15, 1941

*Excuse us for shouting but...*

## OUR BOOM IS DIFFERENT



This old Southern gentleman — Charleston, S. C. — has shaved off his goatee, put aside his

julep, rolled up his sleeves and... things are humming!

Sure, it's a defense boom *but it's different*. Our shipyards are jammed with orders; our ordnance plants are working night and day; our industrial scene has broadened and expanded beyond all previous concepts. A vast hydro-electric development is bringing new industries and still more families to Charleston in ever increasing numbers. The result: forgetting all about soldiers and sailors and marines, thousands of new families have moved into Charleston County since the first of the year alone. 4000 new homes have been built here in the last year... permanent residents—living here, making money here and spending it here... for everything that families buy!

Sales Management lists Charleston as a "national high-spot"... reporting 36% greater sales potential for this September than for 1940, which was a big year for Charleston merchants. That's one reason why America's leading advertisers have increasingly turned to WCSC—Charleston's oldest, most popular radio station. In network business alone 119% more quarter hours are sponsored on WCSC today than even as recently as January of this year. And that's not counting Fall business not yet in... including yours!

**WCSC**

**CHARLESTON, S. C.**

THE CBS STATION FOR THE COASTAL CAROLINAS  
Represented nationally by Free & Peters, Incorporated



Not for your Aunt Minnie—or even young Cousin Eustace (who's going to start housekeeping in that rambling old place on Maple Street), Conant-Ball's Young American Modern living-dining and bedroom furniture was designed specifically for urban youngsters whose taste is good and desire for efficient housekeeping earnest, but whose budget is limited to an apartment of two rooms or so. Not incidentally, it was also designed to make apathetic furniture buyers order, display and merchandise 27-piece "packages," a neat trick the mechanics of which are described in the story below.

## Conant-Ball Reverses a Sagging Sales Curve with "Packaged Furniture"

Scores of new accounts were opened, old accounts regained, when this New England manufacturer of Early American designed a furniture group to the wants of a specific market, revised its price policy, and rearranged its staples in new decorative groups for ensemble selling.

**A**S did many other companies catering to the top quality market in the '30's, Conant-Ball Co., Gardner, Mass., makers of Early American maple furniture, saw retail outlets dwindle, sales shrink. Dealers readily conceded the company's leadership in materials, period authenticity and craftsmanship, but said that customers would no longer pay the price.

By 1938, sales losses and production slack forced some radical changes in sales policy—changes that gave the line new market news values and fresh promotion angles. Most important, the company selected a specific market, studied its wants and created a new price line to meet its design and budget needs. "Piece" selling gave way to ensemble selling. Objective analysis of C-B's business by a merchandising counsel made the company see itself as others saw it. Research revealed four liabilities:

Duplicating items in two different price line groups.

Price line gaps.

About 1,000 accounts. Too many small ones, two few large.

No modern merchandising presentation.

Seeking help in modernizing its presentation at the January, 1940, market, it retained the services of a fashion merchandising and decorating counsel, Miss Helen Painter. She was assigned the task of rearranging the Grand Rapids showroom. Formerly the furniture had been set up with no attempt whatever at decorative effect. Miss Painter introduced ensemble displays, dramatizing the amber color of Conant-Ball's rock maple by providing effective green-blue backgrounds. Also, by changing partitions, the layout of the showroom was planned so any buyer entering was obliged to view the entire collection before leaving, thus getting a comprehensive picture of the complete line. Trade response was so gratifying that similar changes were effected immediately in the Boston showroom.

Next, the sales and fashion merchandising counselors directed their attention to study of price line brackets, competitive lines and consumer wants. This was very revealing. But orders, and those quickly, were the immediate plant necessity. Study of Conant-Ball's three brands—Gloucester and Cape Cod, both Early American reproductions, and Russel Wright Mod-

ern, indicated that a new development of the Modern line was the quickest way to build new business.

Conant-Ball had launched its Russel Wright Modern in July, 1935, and had made no radical changes since then. Viewed from the 1940 angle of consumer demand, most of these pieces were both large scale and fairly expensive. Home furnishings fashion trends indicated that Modern was at the right stage in the consumer style cycle for immediate promotion. Likewise, study of competitors' Modern showed plenty of cheap lines on the market but most of them lacking in quality, craftsmanship and design. Few were made in maple, Conant-Ball's specialty, and a wood in rising favor with young people—they were mostly bleached finishes in walnut and mahogany.

Consumer wants shown by study of returns in a nation-wide room design contest conducted by *Mademoiselle* Magazine, popular with women 18 to 35 years of age, repeated one furniture requirement consistently: It must be practical, functional—designed for modern living. Room for the typewriter, the radio and the portable sewing machine—space for everything in small quarters.

What these young women said they wanted and what they said they were able to pay, furnished the facts on which Conant-Ball designed 20 new pieces of Young American Modern furniture, suitable for two-room apartments. It was scaled smaller for apartment rooms, and priced lower than the Russel Wright Modern line. This

new volume price line group gave promise of solving several of Conant-Ball's merchandise problems—it filled in a price line gap, it provided a dynamic feature for dealer promotions, and brought in new orders to take up production slack.

This new furniture package merchandising unit was offered to the trade on an exclusive one-dealer-to-a-city franchise in July, 1940. A broadside announcing a September full-page advertisement in *Mademoiselle* in which dealers signing up before August 1 would be listed was sent to a "prospect list" of stores keyed in one, two, three order for each city. Each of these stores was called on at the market or by one of Conant-Ball's eight salesmen on the road. If store number one for a given city was interested, the line was held for it for a short time, perhaps a month. Then, if no order was forthcoming, stores number two and three were visited until the package had been sold to one dealer in each city on the list. In the eastern states outstanding stores were visited by factory representatives, and demonstration meetings held with the furniture selling staff.

### Fool-proof Display Guide

Featured in the broadside were accessories assembled from 14 outstanding manufacturers of wallpaper, rugs, draperies, bedspreads, lamps, etc., to complete a smartly correct, liveable setting for Young Modern American furniture. Every dealer signing up for the Young American Modern furniture package received a cellophane envelope with wholesale prices, floor plan, swatches and lists of every accessory required to set up the apartment for immediate use. If dealers wished to feature accessories from their own already assembled stocks, such as rugs, this decorative service enabled them to select the correct colors and types of materials needed for smart display.

Upon request by the furniture retailer to his local dealer, Libby-Owens-Ford would install clear Flutex glass in the living-room window and Satinol Flutex in the bedroom window. Many dealers bought the accessories also, so the "Color Scheme Guide" planned to dramatize the furniture most effectively was carried out in most store presentations.

Each dealer securing the exclusive franchise for his town agreed to set up the two rooms, complete with every accessory detail, on his furniture floor in advance of the appearance of the September *Mademoiselle* full page ad. The living room was 15' x 17', bedroom 11' x 11'—376 square feet of

floor space. Conant-Ball supplied each dealer with advertising mats and a large-size phonograph record.

The latter carried a two-fold promotion story—one side written for the customer, the other for store salespeople. Dealers were requested to play it at regular intervals on the radio phonograph supplied by General Electric for display in the two-room apartment.

Copy was done in dialog by professional actors for script written by sales promotion experts. All the important selling points of the furniture were brought out in conversation—

there even being a "conscientious objector" who, of course, was finally won over to enthusiastic endorsement of the new ensembles.

The record played up methods by which Conant-Ball learned what the customer wanted and how these ideas were worked out in actual pieces of furniture. Also injected into the copy was institutional promotion for Conant-Ball and *Mademoiselle*. Conant-Ball's promotion policy was to give dealers dynamic selling tools rather than to dictate in too great detail how they were obliged to promote this new package.

## Retail Sales Up 29% IN WORCESTER MASS.



As Worcester's diversified industries step up production on National Defense orders, retail sales follow the upward sweep of Worcester's manufacturing payrolls and employment.

For the first five months of 1941 as compared with the same period last year, Worcester's industrial payrolls rose 52 per cent — industrial employment gained 30 per cent — and retail sales gained 17 per cent.

### Comparing May 1941 with May 1940

- \* Industrial Payrolls Gained 101 %
- \* Industrial Employment Gained 59 %
- \*\* Retail Sales Gained 29 %

\*Mass. Dept. of Labor & Industries Report  
\*\*Worcester Chamber of Commerce Index

This increasingly prosperous market . . . in the heart of industrial New England — is covered by The Telegram-Gazette ALONE. Circulation: more than 128,000 average net paid daily. Population: City 193,694. City and Retail Zone 440,770.

**The TELEGRAM-GAZETTE**  
WORCESTER MASSACHUSETTS  
GEORGE F. BOOTH, Publisher  
PAUL BLOCK and ASSOCIATES, NATIONAL REPRESENTATIVES  
OWNERS of RADIO STATION WTAG



Thirty dealers were listed in the September advertisement—1,000 pieces of furniture for the factory to make and deliver in 60 days. In the period from September, 1940, to January, 1941, Conant-Ball placed the furniture package in more than 60 cities, in 30 states. The 27 pieces were sold *in toto*—no changes in the menu. Dormant accounts, previously some of Conant-Ball's best, were reopened: George Nothnagle & Son, Bridgeport; Hecht Co., Washington; Davison-Paxon Co., Atlanta; John M. Smyth Co., Chicago; Jordan Marsh Co., Boston; Stix-Baer & Fuller, St. Louis—to name a few.

Large-outlet new customers were gained: G. Fox & Co., Hartford; Edward Malley Co., New Haven; Modernage of Miami Beach; Ernst Kern Co., Detroit; Dayton Co., Minneapolis; Emery Bird, Thayer Dry Goods Co., Kansas City; J. L. Brandeis & Sons Co., Omaha; J. Goldsmith & Sons, Memphis; Bon Marche, Seattle; Zion's D. G. M. C., Salt Lake City; Stone & Thomas, Wheeling, W. Va.

"Repeat" orders came in, production hummed. Now in its second season, Young American Modern is a staple in the Conant-Ball family—a steady

seller any month in the year, a business-builder. At the May market, it continued to open up "wanted" big outlets—in New Orleans, Pittsburgh, Chicago, Baltimore, etc.

Young American Modern was promoted as a boon to high quality retailers—a dynamic promotion to "pull" new consumer groups—never before customers—into furniture departments to buy, increasing sales potentialities by opening up new, untapped local markets. In addition, displaying the package of 27 pieces in one unit, gives stores a chance to increase the number of pieces sold in each transaction. For example, a mid-western store, one of those listed in the opening September advertisement, re-ordered seven packages in eight months from September to May, 1941, an added retail sales volume of over \$5,000 and a gross profit of \$2,500. This package unit produced more than an eight-time "turn" in contrast to the average annual furniture "turn" of 3.6%.

#### Other Lines Revamped

Prior to January, 1940, many of Conant-Ball's friends and customers never bothered to go into their showrooms when at market. They knew all about the line, they saw the same staple items every time. Rearranging the showroom dramatized the lines anew created talk in the trade, brought in buyers not seen in many months. When it launched the Young American Modern line, this indifferent attitude completely changed.

The next problem was to revitalize the Early American end of the business in a similar fashion.

The first step, taken in January, 1941, was to consolidate the Gloucester and Cape Cod lines into one closely integrated and complete group of Early American furniture. Formerly, Gloucester styles were shown buyers in individual photographs—Cape Code in a catalog. Each had its own special finish. This often created an impression in the buyer's mind that, although the Gloucester pieces were beautiful, they were too high priced to sell readily; also that Cape Cod numbers were not as well styled as Gloucester. The price spread on Gloucester ranged from \$6 retail for a stool up to \$153 for a cupboard; on Cape Cod, from \$4 for a small wall rack up to \$99.50 for a Welsh dresser.

Analysis showed that some Gloucester pieces were as reasonably priced as any in the Cape Cod group; also that some Cape Cod pieces were as authentic as Gloucester numbers. Putting the two lines together in one finish in the showroom, and showing them in one catalog helped both lines.



### DOMESTIC AND FOREIGN MARKETS AT YOUR ELBOW!

This super-swift salesman seems to bring markets both in the U. S. and in scores of distant lands right next to your desk!

In the U. S., AIR EXPRESS wings anything from samples to window displays at 3 miles a minute between more than 250 key cities, with direct air-rail connections to 23,000 off-airline points. Economical rates include *special* pick-up and *special* delivery at no extra charge within regular RAILWAY EXPRESS vehicle limits in all U.S. cities and principal towns.

International AIR EXPRESS speedily reaches leading cities in many foreign countries, saving you days and often weeks on shipments to and from Canada, Latin America, Alaska, Hawaii, Australasia, Philippines and the Far East. Simple phone RAILWAY EXPRESS, AIR EXPRESS DIVISION, for information or service.

'FASTEST WAY' MEANS AIR EXPRESS

**AIR EXPRESS**

Division of **RAILWAY EXPRESS**

For example, two bedroom suites in the Cape Cod line which suffered from comparison with Gloucester were dropped and replaced by one better styled open-stock bedroom group. Originally there were 153 pieces in the Gloucester line; 155 in the Cape Cod. Fifty pieces were dropped, mainly in the center price line brackets where most overlapping occurred.

The consolidation raised the style level of the whole Early American line, allowed the firm to adjust price lines, eliminate duplication of style and price, and fill in gaps in the complete assortment. The new price-spread on the consolidated line ranges now from \$4.50 for a stool to \$159 for a cupboard.

### Easier Job for Buyer

This was a boon to the buyer because it simplified his merchandising analysis, his comparisons with competitive lines, his selections—in short, made it easier for him to buy. Sales response at the January market was immediate. Old accounts, dormant for years, were re-opened by this merchandising realignment. New accounts were sold. Quick to take advantage of renewed market interest in authentic Early American maple furniture, Conant-Ball at the May, 1941, market, offered five different model stocks of Early American. These were ensembled in five price packages, wholesale prices of which ranged from \$300 for Group A (26 pieces) to \$1,000 for Group E (57, plus choice of decorated pieces).

Again the company opened new accounts with this model merchandising unit. News value was injected through a series of new painted pieces derived from Early American sectional style influences such as the Pennsylvania Dutch, California-Spanish folk designs, dramatizing for the buyer the beauty of Early American maple, and giving him new promotional tools to highlight for the consumer the livable quality of Conant-Ball's Early American furniture.

Mr. Charles Brooks, Jr., sales manager, in commenting on the new promotion program, quoted as typical these buyers' statements illustrating the reaction in the trade to the recent changes in the line: "We have always liked to do business with Conant-Ball and it seems good to come into the space and find something which is new and different, which we can use and turn over in our regular stock"—or "Last time I came into the space, I found Young American Modern; now I am back to see what else I can find that will do as much for my stock as that smart merchandising unit did."

AUGUST 15, 1941

## Are you trying to sell Latin America with "LINEN DUSTER" METHODS?



LET THE FLYING CLIPPERS HELP YOU GET THE BUSINESS AND  
CUT THE COST OF COVERING MARKETS



There's plenty of business in Latin America—easily reached and easily developed when you use the fast, frequent service of the Flying Clippers. Today, it takes only 2 to 4 days to reach any important city in South America from anywhere in the U. S. Those companies which are alive to this swift way of sending salesmen, samples and correspondence are getting the jump on their competitors and a greater share of the market.

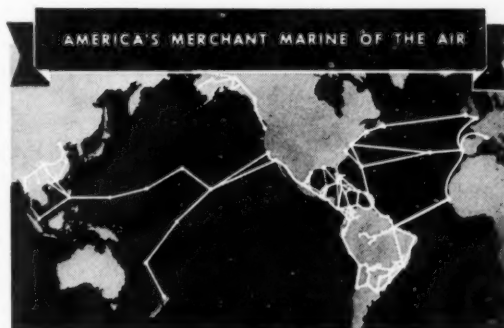
Savings in time on complete trips mount up to weeks, not merely days. And since this means sizable savings in salary expense chargeable to the trip, it can be proved by actual figures that flying costs less. For information, see your Travel Agent, any airline office, or—if neither is available in your city—write Pan American Airways, Chrysler Building, New York City.

### IT'S QUICKER BY CLIPPER . . . MORE CONVENIENT, TOO!

Examples of fast, frequent air service to 163 Latin-American cities

	Time in Transit	Air Mileage	Flights per Week
Buffalo to Buenos Aires	4 days	6,922	7
N. Y. to San Juan	1 day	2,370	6
Chicago to Mexico City	1 day	1,793	14
Los Angeles to Lima, Peru	2 days	5,117	3

Transit times and air mileages include connecting flight by domestic airline to Pan American gateway city.



**PAN AMERICAN** AIRWAYS SYSTEM



**FOR JUNE, 1941,  
THE EVENING  
PUBLIC LEDGER  
CARRIED 24.7%  
OF ALL NATIONAL  
NEWSPAPER  
ADVERTISING IN  
PHILADELPHIA AS  
AGAINST 22.9%  
FOR JUNE, 1940.**

NOTE: These figures are for standard-size daily papers.

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*Ad corner*  
MANSFIELD, OHIO

## New Products and Markets

[From technical journals, bankers, company reports and other sources come these items that spell OPPORTUNITY]

### SMOKE PALL

Scourge of any city is constant, overhanging smoke, but aesthetic considerations cannot stop the wheels of industry, and for years the only alternative to the populace had been simply to get used to it. Now smoke control in furnaces and therefore in cleanliness of any city is made possible through a newly developed electric-eye, smoke-control robot, which signals the furnace-tenders when the smoke stack begins to emit, but also automatically puts a solenoid valve into action for supplying steam and air, or air by itself, to the boiler fire. Thus, the missing oxygen is compensated for and the smoke dissipated before it can make its way through the stack. Separate action by the furnace caretakers may also be taken, but if the apparatus is in good working order, the smoke dissipation is achieved mechanically.

### ACOUSTICS

Progress in the field of acoustics continues. Among other things, a compact, portable booth now is available with folding table, lights, ceilings and all the accoutrements of a quiet room for conferences or undisturbed experimentation even in the noisiest of factories. Too, the executive who thinks better while pacing around the office can now do so and have his dictation picked up accurately through new dictating recorders.

### REALISM

While the armament economy grips the United States, civilian progress still is evident. RCA's new line microphone, for example, will bring a far greater standard of realism in sound reproduction of motion pictures, the theater, broadcasting and television. No longer is it necessary to hang a microphone by a cantilever system over the heads of performers, for the new receiver is highly directional and discriminates against unwanted sounds.

### SILVER

Alert business men are quick to take advantage of opportunities offered them through the defense program. With aluminum paint one of the casualties of armament priorities, there is now on the market a titanium-base pigment resembling aluminum paints, which has special ingredients that allow it to stick to rusty or damp surfaces where this may be required. Many of these types

of new products may permanently supplant the natural product.

### STATICLESS

Many industrial plants have constant trouble with static electricity as a fire and explosive hazard. Goodrich's new rubber compound has a million times the electric conductivity of ordinary rubber and thus obviates the accumulation of any charge such as might cause a disturbance.

### NOISE-CONDITIONER

Another industrial miracle consists of the development of a new process for noise-conditioning automobiles. The procedure consists of coating the entire undercarriage of an automobile with a thermoplastic substance, which is said to eliminate the squeaks as well as the road noises, and also protects the foundation against corrosion.

### READY-MADE

For years the prefabricated house has been played up as a potential giant of the future, but it remained a pygmy until the stimulation from the defense program came along. Production now has reached the point where mass-production savings are huge, and the push toward big things finally is under way for this industry.

### SHINE?

Strange how many years it sometimes takes before an obvious need is filled. The problem of shining two-toned shoes is easily solved by a transparent plastic blade attached alongside a small brush, which prevents the colored polish from running onto white surfaces.

### RATIONS

Necessity of rationing fuel this Winter will create big demand for anything which increases efficiency of the heating plant. With this objective, a new device is being prepared for the Winter market. It is an economy blower-filter heat conservator.

### SEEDLESS

Miracles in horticulture and new markets for business come from the discovery of Connecticut College which has perfected a spray that may be used effectively on fruit blossoms to develop seedless fruit. It is sprayed on before pollination and is not affected by an accompanying application of insecticide.

SALES MANAGEMENT



**ROOF** A new roofing material has been developed which combines the waterproof qualities of asphalt with the warmth and reflective light of aluminum.

**TELE-BEER** Believe it or not, television may get its big push in the good old, elementary beer parlor. Taverns, cafes, restaurants and similar establishments in Metropolitan New York will be packing 'em in before long to see ball games, football games, etc., via television.

**PLASTIC-MACHINERY** Plastics for years have been virtually impossible to use for moving machinery parts, but the new impact-resistant phenolics are now being fabricated for machine parts and thousands of odds and ends formerly made from aluminum, tin, antimony and zinc.

**SAFE** The huge "safe plane" promotional campaigns after the war will signalize one of the greatest transportation developments in American history. Though planes are not yet ready on a large scale, there are even now unusually safe planes guaranteed not to spin, skid, ground loop or nose dive. A plane that will take off from a small plot and sell for the price of a cheap car also is now in the making.

**FLOATING** American ingenuity is quick to meet emergency situations. Recognizing the fact of cork shortages, U. S. Rubber has developed a cellular rubber twice as light as cork and extremely buoyant, since it consists of small, sealed cells which are filled with gas.

**STERLING** New markets for silver have been uncovered by silver industry researchers just at the time when many other metals for which it can be substituted are being shunted away from civilian usage. Corrosion resistance and high reflectivity give silver a value well in line with its cost, even considering low prices at which such metals as aluminum, nickel and tin had been available to consumers.

**POST-WAR** Many live-wire companies are not letting down because of the defense boom. Stromberg-Carlson Telephone Mfg. Co., Rochester, N. Y., for one, is enlarging its research facilities to engage in pure research to develop new products for use after the present world disruption is over. Personnel has been increased over 300%.

AUGUST 15, 1941

## 10,000 TO GET AIRCRAFT JOBS IN AKRON

Goodyear Aircraft Corp. officials have announced that their huge new Akron Aviation plants will reach peak production by August, 1942 with 10,000 workers earning a \$14,000,000-a-year pay roll.

### Akron Defense Contracts Now Total \$550,000,000

Industry is working all around the clock and huge pay rolls are flowing freely into retail channels.

Place Akron at the top of your MUST list and remember, you get complete coverage of this rich market at one low cost when you use the . . .

## AKRON BEACON JOURNAL

Represented by: Story, Brooks & Finley

New York, Philadelphia, Chicago, Cleveland, Los Angeles, Atlanta



**Y**OU'LL like the Lennox in St. Louis, too. Here in a handy downtown location, you'll find cheery, comfortable surroundings . . . sleep-inviting beds, famous food and drink . . . everything to make your stay pleasant.

All rooms are noiseproofed . . . have private bath, radio and guest-controlled air-conditioning. Rates: 50% of all rooms \$3.50 or less, single; \$5.00 or less, double.

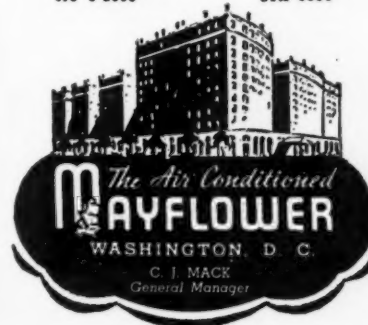


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# Marketing Flashes

[Salesmen Welcomed with Smiles, Full Information—]  
Aid for Latin American Dairy Industry]

## Time-Saver

Hinson Manufacturing Co., Waterloo, Iowa, is saving the time of its officers and visitors, "especially salesmen calling for the first time," with a six-page booklet about the company and personnel.

"We do not like to be kept waiting ourselves, and we shall try not to keep you waiting any longer than absolutely necessary. . . . Our information desk is for cooperation, not to guard our inner offices. No matter how busy we are we shall always be glad to see you. We shall interview you as promptly as possible and endeavor to give you as much time as necessary to give you or your line a fair chance.

"To help you clarify your mission and ascertain the man you wish to see," a list of the company's products are then given together with the officers and what they do. The vice-president in charge of purchasing, the office manager in charge of office personnel and office supplies purchases, the credit manager, etc., are duly set forth. "Please do not hesitate to ask how long it will be before you can see your man; ask a second time if necessary."

So complete is the information, so informally friendly is the welcome ("if you have left friends in your car, we extend to them a cordial invitation to come in" is a sample) that Hinson Manufacturing, one is convinced, must be a fine firm with which to deal. Its booklet deserves to be adapted by other alert companies.

## Cry-O-Pak

Something new in food packaging is an elastic latex bag. Fruit juices, fruits, vegetables, or what have you, are placed in the bag. With a twist of the wrist the air is expelled. The bag is then quick frozen in a paper container. The elastic bag permits the contents to swell during freezing thus filling the container. It's as simple as that.



1



2



3



4



5



6

Mechanics of the Cry-O-Pak food products: (1) For filling, bag is inserted in container and the mouth stretched over the upright flaps providing a large opening. (2) Airtight closure is made by twisting bag mouth. This exhausts air. (3) Twisted seal is maintained by stretching open end of bag over one of inside flaps, die-cut for that purpose. (4) Larger sized bags may be closed by the use of a special fibreboard key. Twisted seal is maintained by laying key on top of contents and closing container. (5) Container is then closed, making a neat package that fits tightly into fibreboard shipping container in which it is frozen. (6) After contents are thawed bag is untwisted and stretched over fully opened container with flaps bent along outside. This makes a complete opening for speedy emptying. (Product pictured was a fruit juice.)

The first pack under the process went into storage only this Spring. Southern Frosted Foods, Inc., of Birmingham, Ala., which packs about 2,000,000 pounds of strawberries each year, used it successfully on its 1941 crop. The berries were pre-cooled at from 32 to 34 degrees, washed, and mechanically capped. Then they were frozen in 30-pound rectangular containers with sugar. Freezing was done at 10 degrees below zero.

Some of the cherry packers in the

fruits. One of the special claims is that, because the bags are vapor and moisture-proof, dehydration is prevented.

Because the product goes into square or oblong containers, these can be packed for shipping in regular fibre boxes or cartons without the waste space that is necessary in packaging regular cylindrical tin cans. The rectangular shape saves about one-third of the storage space usually required for bulk frozen foods. There is no problem of disposal of empty containers.

The latex bag pack is a joint development of Dewey & Almy Co., of Cambridge, Mass., and Container Corp. of America, of Chicago. It is the result of a full year's experimentation. For the various types of packs the packages are now available in 10, 30, 50 and 100-pound sizes. The



**WISH** the new Merchandising Station  
NBC • 5000-1000 Watts  
INDIANAPOLIS

Ask your Agency to ask the Colonel!  
**FREE & PETERS, Inc., National Representatives**



trade name used is Cry-O-Pak. The 100-pound package, oblong, is only nine inches thick. This shape is an aid to quick freezing.

In stacking the cartons for freezing, layer boards are used between the boxes to give free air circulation with the top layers weighted to eliminate bulging owing to expansion. Thus the finished package is free from distortion. The manufacturers also stress the point of economy in the cost of the package.

## Dairymen Look South

Sixteen ministers of agriculture of as many American republics have formed a Council of Sponsors of the Inter-American Committee for the Dairy Industries. Roberts Everett, of the Dairy Industries Supply Association, N. Y., committee chairman, explains:

"The purpose of the committee is to stimulate the development of dairying and the dairy industries in all the countries of this hemisphere, with the aim of improving public health, and, at the same time, of producing milk and dairy products for consumption within the countries of origin instead of surplus beef and grain which depend upon export markets, now cut off by war."

A permanent governing board is now being formed with representatives from each republic to develop a constitution and by-laws and implement a system for financing the long-range program. In this country, besides advisory collaboration of the Departments of Commerce and Agriculture, "many important scientific, administrative and industrial organizations" will act as advisors.

If, as the committee anticipates, Juan Doe can be taught to develop dairy farming scientifically, hemisphere tranquillity will be promoted and a market for U. S. dairy equipment and supplies will also develop.

## Dice, Bow and Arrow

Crosley Corp., Cincinnati, introduced its 1942 "Glamor-Tone" radio line to retailers with a trio of stunts. Western Union messengers first ejaculated "Come seven!" and rolled a pair of dice across the customers' desks. They turned up "seven" every time because one die had five spots on each side, the other had two spots on each surface. Then the boys delivered a telegram, "This new Crosley Glamor-Tone radio line is no gamble either."

Next day the boys were back with another gift, a hickory bow and arrow. The accompanying telegram read, "Straight as an arrow, you'll hit the mark every time with this sensational

new Crosley Glamor-Tone radio line for 1942."

On the third day the boys presented red lanterns and telegrams reading, "Danger! Don't move until you see the new 1942 Crosley Glamor-Tone. . . ."

Finally there arrived through the mail a full-color broadside, with an illustration of a WU boy carrying a large package. This gave a complete story of the line, showed four models, and invited dealers to attend an open-house showing, the time and place of which were noted on an attached post card.

All of these stunts shoved the new line off to a flying start. Results, according to News Director H. S. Hoover, "were successful beyond our greatest expectations."

## Mushroom Salt

"Cultured Mushroom Salt" is a new dehydrated product just introduced in Washington state by Cultured Mushroom Industries, Inc., of Seattle. The company is eyeing the national market, which, it is estimated, uses 200,000,000 pounds of mushrooms annually.

The company has contracts with growers who supply dried mushrooms. They are subjected to a dehydration process which is an important part of the secret formula and contributes vitally in preserving the delicate flavor. Grinding the mushrooms offered considerable technical difficulties, because ground mushrooms are lighter than air. Special machines had to be designed and built.

A. T. Lelles, a former grocer, invented the process and heads the company. He asserts that his product takes mushrooms out of the luxury class because the concentrated form is more economical than the fresh. For example, 12 tablespoons of Cultured Mushroom Salt equals a pound of fresh mushrooms.

A dozen oval shaker containers (each weighing  $\frac{3}{4}$  of an ounce, retailing for 35 cents) are packed in cartons that become displays when the back panel is unfolded. Twenty-five recipes glamorized with mushroom flavor are printed in a folder distributed with each can.

## Jujitsu Selling

Fresh fruit and vegetable brokers and jobbers of Southern California found that chain food markets were their main competitors. The latter, who usually buy produce direct from growers, were featuring "freshness" with active promotion and advertising. Business for brokers and jobbers supplying independents was not matching chain increases.

Accordingly, the brokers and jobbers

decided to employ jujitsu, the Japanese technique which utilizes an opponent's size and strength for self-protection. The chains were playing up *freshness* and thereby increasing demand. Independents could do the same.

The Los Angeles Fresh Fruit and Vegetable Institute was formed by the middlemen, who taxed themselves for an advertising fund. A "green flag" was designed for display by food markets. It bears the words, "We feature sure-fresh fruits and vegetables," and is loaned to retailers on condition that it be used only on fresh produce. If misused, it can be taken up by the Institute, which owns it.

Advertising was started with a radio program over KECA, Los Angeles, three days a week, calling attention to the healthfulness of fresh produce and the particular produce in plentiful supply at the moment. Each week Institute members meet and decide what produce is to be headlined the following week. Thus emergencies that arise as crops come to market can be handled flexibly.

Plans are being made for cooperation with packers and shippers, who will be assessed for the ad budget. As funds increase, the radio program will be given daily and other media will be added. These jujitsu methods, taking advantage of the chains' strength to overcome the middlemen's weakness have been highly successful. The weakness was not in numbers, for independent food markets are numerous in Los Angeles; it was a weakness of disorganization.

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**19 RETAIL LEADERS  
IN PHILADELPHIA  
INCREASED SPACE  
198,624 LINES IN THE  
EVENING PUBLIC  
LEDGER FOR THE FIRST  
6 MONTHS OF 1941  
OVER THE SAME PE-  
RIOD OF 1940. RETAIL  
ADVERTISERS ARE  
ALWAYS THE FIRST TO  
SENSE CHANGED  
VALUES.**

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- Economy
- Convenience
- Service

For rates that keep your expense account down . . . for convenience of location that saves time . . . for cheerful service that sends you off in a good mood to get that big order.

**450 ROOMS**  
from \$2.25  
WITH BATH

**HOTEL ATLANTIC**  
Chicago

**4 DINING ROOMS**  
CLUB AT JACKSON

*'tis the new Atlantic Clipper Room*



**From the bottom up...  
PERSONALIZED SERVICE!**

Why is The Lexington recognized as "New York's Friendly Hotel"? Look to the elevator operators for the answer—for they typify the spirit of the entire staff! Hand-picked, they are "on the way up" in this hotel...future executives. And they make *personalized service* apparent to every guest. Find out yourself by stopping here. Rates from \$4.

**Hotel Lexington**

Charles E. Rochester, V. P. & Mng. Dir.

LEXINGTON AVE. at 48th ST., N.Y.C

**NEW YORK'S FRIENDLY HOTEL**

## MEDIA



### Magazine News

*Life* issues a new rate card, dated April 6, 1942, based on increase in circulation guaranty from 2,500,000 to 2,750,000. *Life* estimates its circulation for the first half of 1941 at 3,250,000, of which 1,953,000 is newsstand. . . . *Woman's Day* distributed through A. & P. stores, issues a new rate card based on a circulation guaranty of 2,700,000 with the April, 1942, number. . . . *Parents'* new rate card guarantees a circulation of 600,000, effective with the January, 1942, issue.

*Mademoiselle* carried 246 pages of advertising in its August issue, believed to be a record for a monthly magazine. Excluding schools and small display ads, there were 267 individual accounts represented. These came from 179 advertising agencies.

*Flying and Popular Aviation*, Chicago, publishes a 284-page September issue devoted to an analysis of the U. S. Army air forces. . . . Fawcett Women's Group reports that its October issue represents record advertising revenue and circulation. . . . Advertising lineage of *Screen Guide* for October will be 80% more than October, 1940.

C. O. Terwilliger, Jr., is named promotion manager of Macfadden Women's Group. . . . Frederick Mills Legler, formerly advertising manager of Pan American Coffee Bureau, joins the eastern advertising sales staff of *True Story*. . . . Phil Hyland becomes an eastern sales representative of *Liberty*. . . . Fowler Dugger, advertising manager of *Progressive Farmer*, will transfer his headquarters from New York to the home office in Birmingham, Ala., on September 1. Earl Butcher is advanced to eastern manager of *Progressive Farmer*, at New York. . . . Edward F. Healey, former advertising manager of *Current History and Forum*, is named advertising manager of *Who*, "the magazine about people," New York. . . . Duncan A. Scott & Co., San Francisco, is appointed coast representative for *Design for Living*, a new magazine for high school and college girls, to be published by Popular Science Publishing Co., New York. . . . Bill Menne is named acting western manager of *Popular Science*. . . . Duncan A. Scott, San Francisco, is now Pacific Coast representative, and Arthur Chapin, Boston, New England representative of *Gourmet*, New York.

*Saturday Evening Post* plans a household goods promotion, starting in October, in cooperation with 2,500 department, furniture and electrical appliance stores, to be built around the "Aldrich Family." . . . *Esquire* sends advertisers an eight-page memo on its forthcoming Christmas holiday issues. The January issue will be advertised in *Saturday Evening Post*, *Life*, *Time*, *New Yorker* and in many newspapers. . . . Beginning with the August 26 issue (on sale August 12) *Look* introduces a "Spot-

light of Fashion" editorial feature. One page of a two-page spread "spotlights" a specific fashion created by or for *Look*. Complementing this is a list of accessories worn by the woman pictured—all geared to the middle class. . . . Katz Agency issues a folder on "Cultivate the Farm Market," telling why advertisers this year "can harvest a better farm crop than at any time since 1929."

The *Country Book*, New York, a national digest quarterly, has been introduced primarily to interest the "growing class of white collar farmers." . . . *Friday*, New York, changes from a bi-weekly to a monthly with the September issue.

On the slogan, "Wake up the Heart of the Home," *Ladies' Home Journal*, in co-operation with 17 stores, will introduce in its September issue an editorial program to "revive the American dining room." The event for most of the stores will follow their August furniture sales.

### Newspaper News

The policy of discounts to advertisers for frequency, as well as volume, continues to fascinate publishers (and perhaps advertisers). Hardly does Ralph Nicholson become president and publisher of the New Orleans *Item* than he announces, effective September 1, discounts ranging from 4% for 25,000 lines to 10% for 100,000 lines in a 12-month period from the general advertising base line rate of 17 cents. Also, for schedules running a minimum of 70 lines a week, there are discounts of 4, 6, 8 and 10% respectively for 13, 26, 39 and 52 consecutive weeks.

St. Louis *Star-Times* will discontinue on November 1 payment of a 2% cash discount to advertisers.

Frederick Dickinson becomes sales manager of the Bureau of Advertising.



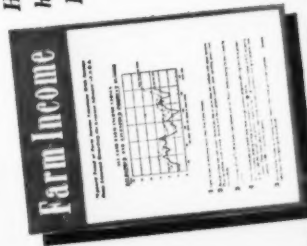
Frederick Dickinson, western manager, at Chicago, of the Bureau of Advertising, is appointed sales manager, at New York, succeeding Wilder Breckenridge, resigned. With the bureau for three years, Mr. Breckenridge has been active, among other things, in the application of findings in "The Continuing Study of Newspaper Reading."

Advertising Research Foundation, which is conducting "The Continuing Study," reports on current findings in the *Atlanta Journal* and the New Orleans *Times-*

SALES MANAGEMENT

# Now-it's a Heart of Gold!

The Upper Mississippi Valley... America's Agricultural "Heart" ...is a market-mint in normal times. Now it's a Heart of Gold! Today's prices for hogs, steers, corn, wheat, butter, eggs, are something to read about. And it's not just a flash-in-the-pan gold strike, either. Increased consumer demand as a result of defense activities has upped all prices. Equally important, Uncle Sam's attitude toward stabilization of farm prices insures more of the same. In this war Agriculture has *not* been asked to wait for its prices to rise long after Labor and Industry have enjoyed war booms. Mr. "Heart" Farmer, worth 2 for 1 as a cash-customer in normal times, now becomes a golden sales-opportunity. How to reach him? *Successful Farming!* Its circulation is selective and effective. It goes straight to the "Heart" of Farm America...to the richest vein of pay dirt in this tire farm market. Through *Successful Farming* you can drill into this Heart of Gold in *one* operation, in *one* medium, at *one* cost. And that cost happens to be the *lowest* rate per page of any magazine in the farm field! Meredith Publishing Company, Des Moines, Iowa.



Have you seen our latest bulletin on *FARM INCOME*? Full of hard-fisted figures and hard-pan facts that show why America's Farm Market today assays so high. A copy is yours for the asking.



## SUCCESSFUL FARMING

# Does your promotion cut a wide enough swath in Chicago?

*When you can have more, why take less?*

on *Weekdays*  
from 600,000 to 640,000  
more than delivered by other  
Chicago daily newspapers

on *Sunday*  
from 290,000 to 725,000  
more than delivered by other  
Chicago Sunday newspapers

**You reap a bigger  
harvest with the Tribune**

Is your promotion adequate to reap the bumper crop of sales now available in Chicago? With buying power pushing ahead, does your advertising make a broad, full-market sweep in proportion to your greater opportunities?

You hike your efforts in line with Chicago's expanded buying when you build your program around the Tribune. With more than 1,000,000 net paid, every day of the week, the Tribune is the one medium which delivers the circulation volume you need in order to make a maximum showing in today's market.

On weekdays the Tribune delivers . . . at one low cost . . . from 600,000 to 640,000 more total daily circulation than other Chicago daily newspapers. On Sunday it delivers from 290,000 to 725,000 more than other Chicago Sunday newspapers.

In the Tribune, your campaign exerts the balanced, marketwide pressure you want in metropolitan Chicago. You get 455,000 more daily circulation in Chicago and suburbs than other Chicago daily newspapers deliver—more than any two other Chicago daily newspapers combined.

And on Sunday the Tribune delivers in metropolitan Chicago from 380,000 to 430,000 more than other Chicago Sunday newspapers—more than the two other Chicago Sunday newspapers combined.

No matter what you sell or to whom you sell, the Tribune reaches more prospects for you than any other Chicago newspaper. In addition, the Tribune reaches hundreds of thousands of other prospects with stepped-up incomes in the adjacent territory.



Advertise in the Tribune and you reach Chicago thru the medium from which it is accustomed to buy in greater volume than from any other medium in this market. Chicago retailers prove this to be a fact. Last year they placed in the Tribune 67% more advertising than they placed in any other Chicago newspaper.

General advertisers give similar testimony. Last year they placed in the Tribune 52% more advertising than they placed in any other Chicago newspaper.

When you can have more, why take less? Every day you do without the extra sales power of the Tribune you are passing up extra sales which easily might be yours. There is no need to pass them up when the Tribune every day is delivering the market impact which enables you to sell more at less cost per unit sold. Tribune rates per 100,000 circulation are among America's lowest.

Ask a Tribune representative or your advertising counsel to help you plan your program around the Tribune—the Chicago medium which can help you develop your greater opportunities here to the full.

## CHICAGO TRIBUNE LEAD IN ADVERTISING LINAGE OVER NEXT CHICAGO NEWSPAPER

	1932	1940
GENERAL	23%	52%
RETAIL	6%	67%

*Chicago Tribune*  
**THE WORLD'S GREATEST NEWSPAPER**

**The Sales Manager's Medium**